



Coastal Evening: Paul Miller - Warringah Art Exhibition entrant

# SERVICE HIGHLIGHTS 4

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

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# Certification Services

## Strategic Contributions

Living Environment	34
Living Communities	48
Living Spaces	62
<b>Living Enterprises</b>	<b>80</b>
Living Organisation	90

# \$0.8m

Total expenses from continuing operation

## Fast Facts

- 194 building certificate applications processed
- 120 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	10.3	
Scheduled projects completed (operational)	%	85	100	

## 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. During the year, all our building surveyors were registered as Accredited Certifiers with the Building Professionals Board. The Building Professionals Board is the statutory body that regulates building and subdivision accreditation within NSW.

# Children's Services

## Strategic Contributions

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

# \$6.1m

Total expenses from continuing operation

## Fast Facts

- 416 children per week (on average) cared for in four Long Day Care centres and up to 20 children per day cared for by Mobile Occasional Care
- 777 separate families (on average) used vacation care each holiday period, catering for an average of 820 children per holiday program
- Approximately 3,300 families received regular information on children's and family services
- 9,749 bookings in total taken by the five Vacation Care Centres over the year

## Key Activities and Programs

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

## Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with provision of childcare services	Mean score	6.34	6.51	
No. of days children with additional support needs accessing - Family Day Care	Days	-	269	-
No. of days children with additional support needs accessing - Long Day Care	Days	-	192	-
% 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 services standards we maintain provide a benchmark for other providers in the region. We continue to be an active participant in service networks, and provides 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.

## Upgrades of Childcare Facilities

To ensure the best environments for children, service upgrades this year have included new children's bathrooms at Belrose and Narrabeen Children's Centres, and a full upgrade to the 3-5s playground at Dee Why Children's Centre. A new shade structure has also been built at Belrose Children's Centre to improve sun care. All services are accredited SunSafe services.

## New Occasional Care Venue

In 2010, Council established an occasional care venue at the Brookvale Community Centre, operating on a Tuesday, Wednesday and Friday. This service is the forerunner of a new purpose-built facility to be constructed in Brookvale in 2011 - 2012. The new facility will provide an improved service for local families.

## Children's Services

### National Quality Framework

Preparations are well underway to meet the new National Quality Framework that is being phased in from 2012. The Framework requires a higher standard of care in the areas of education and health and safety. Over the last 12 months we have focussed on the Early Years Learning Framework and developing a Community of Learners. Nine staff were supported to complete formal qualifications in 2010, and a further 14 are currently undergoing formal qualifications. Staff's ongoing training and development needs are met through formal training sessions, mentoring, learning circles, and attendance at inter-service forums.

### Transition to School

Evidence shows that academic and later success in life is connected with a child having made a successful transition to school. Our services support this transition through regular communications with local schools and delivering programs that equip children for school. The programs target the formal elements of learning and routines as well as critical social skills and emotional wellbeing.

### 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 works with many support agencies to ensure that each child's inclusion is fully supported.



# Community and Safety Services

## Strategic Contributions

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

# \$6m

Total expenses from continuing operation

## Fast Facts

- Over 2.4 million people visited our nine beaches in 2010 - 2011
- 153,763 pre-emptive actions, 825 rescues, and 5,680 first aid treatments were performed by Beach Services
- 20,735 infringements of beach reserve regulations 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
- 526,354 attendances at our community centres in relation to regular hiring
- 56,181 attendances at our community centres in relation to casual hiring
- 60% reduction in crime amongst Pacific and Maori youth following the introduction of the Pacific and Maori Work on the Street Team
- \$35,000 distributed under Community Development Grants Program (2010 - 2011)

## Key Activities and Programs

- Build community capacity of individuals, groups and services for seniors, and people with a disability, amongst others, to optimise 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 per 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	6.59	↔
Residents satisfied with facilities and services for people with disabilities	Mean score	6.60	6.47	↔
Residents satisfied with facilities and services for youth	Mean score	5.86	5.81	↔
Residents satisfied with community centres	Mean score	6.80	6.83	↔
Residents satisfied with provision of lifeguards on the beach	Mean score	8.37	8.37	↔
No. of days occupied by children with additional support needs - Vacation Care	Days	-	217	-
% of community members who feel safe in the community	%	7.96	8.47	↑
Utilisation of community centres	%	40.0	37.4	●

## Community Centres

### Refurbishments

A number of our facilities were refurbished so they continue to meet the needs of our community.

Specific works were undertaken at:

- Harbord Literary Institute – Building Code of Australia compliance and major capital works upgrade, to improve safety, accessibility of kindergarten office space, bathroom and playground upgrades.
- Dee Why Seniors Citizen Centre – kitchen upgrade, new carpets, and installation of acoustic panels.
- Forest Youth Centre (YoYos) - Building Code of Australia compliance works, and upgrade of security and storage.
- Belrose Community Centre - playground improvements.
- Brookvale Community Centre - Back garden improvements including, installation of play equipment, soft fall surface, pergola, shade cloth and new fencing.

## Usage

Our centres are community hubs that attract people of all ages from babies and preschool children to retirees and seniors. They provide safe, accessible and friendly space for regular and one-off hirers to conduct a range of programs. Over the last 12 months casual usage increased by 52% from the previous year. Refurbishment of the centres, better marketing and the community centre website have contributed towards the increase.

## Community and Safety Services

### Community Services

Art and Craft Exhibitions and Enrolment days are held throughout the year at Forest Community Arts Centre and the Tramshed Arts and Community Centre. The Forest Community Arts Centre Annual Exhibition was held in September 2010 which was a huge success with over 544 entries and 29 paintings and 70 ceramic pieces sold. The exhibition was judged by a member of the Royal Art Society and a raffle raised \$1,631. Local businesses donated \$400 including other items which were used to make up the prizes for the raffle. The funds raised were used to cover running costs of the exhibition. It was estimated that 180 people attended the open night and over 1,000 people attended over the weekend.

In September 2010 the Tramshed groups and hirers participated in the Berry Reserve monthly markets. Council staff provided three stalls for the groups to promote their activities by directly engaging with the large crowds that attend these popular markets at Narrabeen each month. Demonstrations included yoga, children's Flamenco dancing, children's art, pottery on the wheel, The Shack folk music, Warringah Permaculture, and University of the Third Age (U3A).

In May 2011 a Tramshed Art Exhibition/Open Day was held in conjunction with the Berry Reserve Market Day to make the most of the onsite crowds at the markets. Over 600 people attended the exhibition which was opened by the Mayor, Michael Regan and attended by local Councillors. Most popular were the childrens interactive (free) pottery and art workshops held on the day. This event is now planned to be held annually.

Community centres were also represented at the 2010 Spring Rotary Fair at Forestville Shopping Centre. A stall promoted the Community Centres and the Forestville Library as venues and significant interest was generated for the tutors running classes from Council's community centres.

These events promote:

- Increased knowledge in the community about the activities held at community centres.
- A continuing, healthy and vibrant arts and crafts activities programme at Forest Community Arts Centre and Tramshed Arts and Community centre.
- A marketing opportunity to increase class sizes, utilization rates and therefore, income.
- A positive image of Warringah Council.

### Beach Services

#### The Science of the Surf lecture

We continue to improve family and community education and safety programs including, beach and surf awareness and parenting programs for Warringah primary school students. In January 2011 we hosted our award-winning Science of the Surf lecture, which aims to provide a basic understanding of the scientific principles of beaches and surf zones. The lecture included a demonstration of how rips work with the release of biodegradable purple dye into the surf – it was a surprise to many just how quickly people can be washed out to sea.

#### Beach Services Risk Audit

A Risk Assessment Framework and Methodology was developed for all beach reserves under Warringah's care, control and management. Water safety and operational risks were identified at each location to enable a systematic approach to management of the risks. The work included the development of software so staff could use the framework in future to inform the decision on how to allocate resources to each of the beach reserves.

The framework and tool will help improve levels of service delivery.

#### Surf Watch Huts

New surf watch huts were installed on Freshwater, North Narrabeen and Long Reef beaches to improve safety and allow for quicker response times in an emergency.

### Disability Services

#### 'Every Australian Counts' Campaign for a National Disability Insurance Scheme

We proudly became the first Council in NSW to officially endorse the Every Australian Counts Campaign calling on the Federal Government to commit to introducing the National Disability Insurance Scheme (NDIS) to ensure equitable access to essential care, support, therapy, equipment, early intervention and training. In May 2011 we endorsed and promoted the campaign and were also the first Council in NSW to host an information event for the campaign.

#### Submissions to key Government Inquiries

Following consultation and discussion with the Department of Ageing, Disability and Home Care on the direction of the next five years of disability services funding – Stronger Together 2010 - 2015, a submission was made highlighting areas for improvement and the prioritised need for services for people with a disability in Warringah over the next five years.

We were involved in consultation with the Local Government Shires Association and a number of other councils to develop a submission to the Productivity Commissions Inquiry into a long-term disability care and support scheme. A submission was made to the NSW Legislative Council's Standing Committee on social issues inquiry into ADHC services highlighting key areas of concern and need for improvement in the disability sector.

#### Accessible Facilities

The accessible facilities brochure which features a list of Council's accessible infrastructure including beaches, surf clubs, swimming centres, child care centres, community centres, libraries, reserves, sport grounds and picnic areas - was updated in August and made available on Council's webpage. A range of works have been carried out on our facilities to improve access.

### Aged Services

We offered a variety of services and programs for older people including an information and referral service for seniors and the distribution of more than 27,000 information products annually to Warringah residents.

#### Healthy Ageing Programs

Every year we hold a month of activities to celebrate Seniors Week in March. The theme for 2011 Seniors Week was 'Live Life' and our program encouraged older residents to try something new, be active and stay independent and carefree.

#### Seniors Week Program 2011

During Seniors Week (20 March to 12 April) a program of activities involving local services and groups are offered for seniors to 'try a new activity or learn a new skill'. This included local walks, strength training, tai chi, sessions on social networking and cooking as well as seminars on history and finances. A number of seniors have continued their involvement in these activities or groups.

#### Seniors and Care Guide 2011

In 2010 - 2011 over 40,000 copies of the Seniors' Guide was distributed to a range of outlets providing services for seniors. This invaluable directory is compiled by Warringah, Pittwater and Manly councils and is essential reading for seniors, families and service providers.

## Community and Safety Services

### Youth Services

We provide an array of support, education and recreation programs for young people and their families.

#### 24/7 Youth Film Festival

We continue to encourage young people to unleash their creative talents through the annual 24/7 Youth Film Festival. Through the combined efforts of the SHOROC councils, young people attended a variety of workshops to develop and refine their creative skills, including scriptwriting, cinematography, acting and editing. Two screenings were held in local cinemas with 24 short film entrants narrowed down to 10 for the Final and Awards night which saw more than 400 people attend.

#### Seminars and Speaker Nights

We held numerous free speaker nights throughout the year, catering for a variety of community members and groups. Topics included Surviving Year 12, Bully Busting, Dealing with Teenage Backchat and Building Resilient Kids and the internationally recognised Teenage Triple P program (Positive Parenting Program).

#### Northern Composure Band Competition

The annual Northern Composure Band Competition continued its popularity again this year with overwhelming interest and community following. Now in its tenth year, the Northern Composure Band Competition provides a great opportunity for young local bands to showcase their talents, perform in front of their peers in a safe and supportive environment and gain valuable experience performing live.

Highlights from this year's competition include record sponsorship of more than \$34,000 and the attendance of 1,200 people. A new component was added for young people to document the competition in the form of film, photos and gig reviews. A compilation album was also produced and made available on iTunes with the most downloaded single being released by Universal Studios during Youth Week.

#### Sister City Youth Exchange Program

We have fostered friendships between our beach and the bush community of Brewarrina Shire Council since 2000. The youth exchange program is an important component providing young people the chance to form friendships and gain a better understanding of each others' lives. During the winter school holidays six Warringah Youth Ambassadors and Council staff travel to Brewarrina to participate in a range of educational and recreational activities, meeting and interacting with the local community. Highlights included visiting the Brewarrina Fish Traps, Gundabooka National Park, Lightning Ridge, and attending a local disco.

In January 2011 six Youth Ambassadors from Brewarrina sampled the best of the northern beaches. This was a great opportunity for young people from north western NSW to take a break from the flood ravaged area and come to Sydney for a week of recreation and educational activities. This included learning to surf, instruction in beach safety and awareness, scuba diving, sailing and meeting the Sea Eagles.

#### DiscoBility

DiscoBility is a dance party for young people with special needs. Four DiscoBility events were held during the year with themes of Hawaiian, Valentines Day, Sports and Halloween. The event focuses on including young people with special needs, their carers, siblings and friends in a fun, safe and exciting environment

#### Partnership between NSW Council for Pacific Communities, Cromer Campus and Warringah Council

Youth Services partnered with and supported Cromer Campus and the NSW Council for Pacific Communities in a homework and learning support program. The program was made possible through a \$50,000 grant as part of the Schools First NAB Program. In addition we have built a strong relationship with the Pacific and Maori communities through the Pacific and Maori Work on the Street Team. This group was set up in November 2010 to help address the ongoing issues around Pacific Islander and Maori youth crime in the area. It has met with overwhelming success with police reporting up to 60% reduction in crime for this demographic.

### Special Projects

#### Graffiti Management Plan

We adopted a new Graffiti Management Plan in October 2010 to provide a comprehensive response to graffiti. The Plan has been endorsed by leading academics and graffiti researchers and goes beyond reactive/punitive approaches and recognise there is no quick-fix to this issue. It requires a long-term approach that includes both reactive elements (rapid removal and law enforcement) and preventive, cultural development elements that deal with graffiti's causes, unique local characteristics and the culture associated with it.

Our plan follows a harm reduction approach that seeks to reduce the prevalence and cost of illegal graffiti and divert those involved with illegal graffiti into more challenging, creative and productive pursuits. We are employing a cultural development approach to graffiti that includes significantly expanding opportunities for all kinds of legal public artworks and working with youth and community agencies, graffitiists and other young people in implementing programs that support local identity through innovative arts development programs. Our approach incorporates early intervention, youth support, targeted education and public art, including murals and legal walls.



# Compliance Services

## Strategic Contributions

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

# \$5.4m

Total expenses from continuing operation

## Fast Facts

- 1,196 food inspections conducted in Warringah in accordance with our partnership agreement with the NSW Food Authority
- 60% of food premises were satisfactory in terms of hygiene after initial inspection and 96% after our follow up inspections. Our education strategies and consistent enforcement helped contribute to higher levels of compliance during the 2010 – 2011 financial year
- About 1200 service requests about land, noise, air, water pollution and unauthorised land uses responded to
- 650 food shops, 40 cooling towers, 21 public swimming pools and 100 hairdressers/skin penetration premises inspected on a risk-based basis to ensure public health standards in the community are maintained
- 734 inspections and investigations conducted in relation to alleged unauthorised development
- 182 buildings added to the 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 (e.g. food safety, skin penetration, Legionella prevention, on-site 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	6.55	↔
Residents satisfied with environmental protection and enforcement	Mean score	6.29	6.54	↑
Residents satisfied with hygiene standards of retail food outlets	Mean score	6.52	6.89	↑
No. of foodborne illness notifications issued	No.	N/A	16	-
No. of fire safety orders issued	No.	N/A	121	-
Scheduled projects completed (operational)	%	85	100	●

### Fire Safety

Council audits fire safety in multi-residential and commercial buildings, and responds to requests and complaints as a high priority. It ensures fire safety measures are in place and maintained for the safety of occupants this includes ensuring that smoke alarms, sprinklers, hose reels and portable fire extinguishers are installed. Council also requires Fire Statements to be submitted and displayed annually in each building, and as a part of any development plan. Council works cooperatively with building owners, managers and Fire and Rescue NSW under the provisions of the Environmental Planning and Assessment Act. During the year, 182 buildings were added to Council's fire safety register.

### New Ranger Uniforms

To increase engagement with the community, new uniforms were rolled out for our rangers. The new uniform has a less militaristic appearance with the specific purpose of offering a less threatening style making people feel more comfortable in approaching our rangers. The amount of positive interaction with the community has significantly increased allowing an enhanced relationship with our local community.

### Alcohol Free Zones

Alcohol Free Zone discourage disorderly behaviour in public areas and improve public safety by restricting alcohol consumption in these areas. Two new Alcohol Free Zones were added in 2010 - 2011 to curb anti-social behaviour at public reserve bounded by Melwood Avenue and Starkey Street Killarney Heights and Kelpa Place Allambie Heights (adjoining Allambie Shops). These locations were added in response to requests by residents and following consultation with the Police.

### Long Reef Aquatic Reserve

We are working with National Parks and Wildlife Service and NSW Fisheries to provide joint regulatory patrols of this valuable natural resource to ensure the rock platform and surrounding reserve is preserved for the community for generations.

### Warringah's Dogs Big Day Out

Warringah's Dogs Big Day Out was held on Sunday 29 August at Lionel Watts Oval. This attracted over 4,000 people with their dogs for a fun but educational day. There were demonstrations on agility and obedience as well as presentations on fighting boredom in pets. The day included competitions such as best trick and fancy dress.



## Compliance Services

### Operation Cat

Operation Cat was carried out in June 2011 in collaboration with the Cat Protection Society. Pensioners and Health Care Card Holders were offered substantial discounts on both micro-chipping and de-sexing their cats. Cats were picked up by volunteers from the Cat Protection Society and returned later in the day after the procedures were carried out.

### Pet Education

We joined forces with Ku-ring-gai and Pittwater Councils to host three different pet education nights. These focussed on pet health and welfare, including how to address problems such as barking or aggressive dogs. Pets for small places were also discussed on one night due to the growing number of people living in medium density housing.

New educational brochures on owning dogs and cats were also produced covering the legal requirement of owning a cat or dog plus other general information relating to pet ownership. The dog brochure included an updated list of unleashed exercise areas as well as a list of prohibited areas. Both can be either obtained from the Civic Centre or downloaded from Council's pet section of the website.

### Animal Control

During the year a total of 37 cats and 440 dogs were in our care. We were able to successfully return eight cats and 419 dogs to their owners. New homes were found for eight cats and two dogs through advertised in the staff newsletter and the local paper. The remaining animals were transferred to the Animal Welfare League, Cat Protection Society and RSCPCA.

### Off Leash Areas

We provide accessible options for residents to take their dogs for a walk and let them off the leash safely. Dogs can be exercised off the leash any time of the day at eight areas, plus a swimming area at Curl Curl Lagoon. A further four exercise areas have restricted times. During 2010 the following sites were made available for off leash exercise:

- Currie Road, Forestville
- Truman Reserve, Cromer
- Beacon Hill Oval, Beacon Hill (restricted hours)
- Melwood Oval, Forestville (restricted hours)

### Food Handlers Courses

Over 200 food handlers attended Council's Food Handlers Course in 2010 - 2011. 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 that needs to be managed. The Food Handlers Course is designed to assist food handlers prevent food poisoning and understand the NSW food safety requirements. Our Food Handlers Course is a short two hour lesson packed with helpful and easy to understand information as well as resources to ensure your business continues to receiving positive feedback.



# Cultural Services

## Strategic Contributions

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

# \$0.9m

Total expenses from continuing operation

## Fast Fact

- 800 new citizens from 84 countries welcomed in citizenship ceremonies held throughout 2010 – 2011
- \$20,000 distributed under the Cultural Grants Program (2010 - 2011)
- Delivery of events, including: 12 Citizenship Ceremonies; four Australia Day breakfast venues with entertainment at Beacon Hill, Dee Why, Forestville and Narrabeen; four Music In March concerts on Dee Why Beach
- Delivery of the three day community festival, the Beachley Classic Weekend featuring outdoor cinema, surf & lifestyle markets and the classic food and wine fair

## Key Activities and Programs

- Co-ordinate civic events (e.g. citizenship ceremonies)
- Co-ordinate landmark events (e.g. 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	6.83	
Scheduled projects completed (operational)	%	85	67	

## Events and Cultural Programs

Warringah is proud of its extensive events and cultural services program the diversity of which appeals to the many different social, geographic and demographic needs of our community. We are committed to providing opportunities for the Warringah community to participate in arts and cultural activities.

### Australia Day

Australia Day Breakfast celebrations are organised in conjunction with local community groups and business across four sites and attract 30,000 people. In addition an Australia Day citizenship ceremony was held at Glen Street Theatre to welcome 80 new citizens to Warringah in addition to the 800 welcomed in 2010 - 2011.

### 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, KidsPlay and local talent.

## Festival of Children's Literature

Promoting a love of reading and writing, we held the Festival of Children's Literature in September 2010. A young writers' competition with 300 entries, author talks, performances, story tents and book swaps were features of the event. Over 1,600 young readers and writers joined in the activities in the local community.

### Guringai Festival

The annual Guringai Festival is a celebration of Aboriginal culture and heritage and is held between National Sorry Day, 26 May and the end of NAIDOC Week. As a celebration of Aboriginal and Torres Strait Islander culture in the northern Sydney region the festival involves 11 councils and numerous reconciliation and community groups. Events include workshops, art exhibitions, performances, films and talks.

### Beachley Classic Weekend

The Classic Weekend in May 2011, was a community event featuring free open air cinema, surf and lifestyle markets, children's activities and a food and wine fair and attracted 25,000 people. The festival supported the Beachley Classic being held at Dee Why Beach which is the richest event on the women's ATP surfing tour and hosted the world's top women surfers.

## Cultural Services

### Christmas by the Beach

The annual Christmas by the Beach was celebrated on Sunday 19 December at Ted Jackson Reserve, Dee Why Beach. Some 3,000 plus people attended and enjoyed a range of activities including: markets, a visit from Santa, camel rides, free Santa photos and various performances. The day was rounded off with Carols by the Sea presented by the Combined Churches of Dee Why.

### New Year's Eve Collaroy Beach

This family friendly event provided roving entertainment, free face painting and a large fireworks display. More than 2,000 people attended and enjoyed an evening picnic and entertainment on Collaroy Beach.

### FairTrade Fair – International Day of Peace

On Sunday 12 September, we hosted a FairTrade Fair to commemorate International Day of Peace in Warringah. Over 50 people attended the fair held at Oxford Falls Peace Park with 25 stall holders promoting the importance of buying and selling products that raise awareness about under developed countries. The Tibetan community presented a dance display and the Bahai Temple provided entertainment.

### Remembrance Day Manly Dam

We assisted the Manly Warringah War Memorial Trust to deliver this annual event. Students from local primary schools were encouraged to participate with some 500 school students and guests in attendance. The Manly Selective Concert Band performed and the ceremony featured the Last Post and the laying of wreaths.

### 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. A relatively new category 'Waste to Art' encourages artists to use their creative skills to promote sustainability through art, saw more than 30 artworks selected for exhibition. Artists transformed used or recycled materials into innovative and intriguing works of art.

### Warringah Council Grants Program

We presented \$20,000 in cultural development grants to local artists and community groups across all art forms including new technologies. Recipients of the funds included the Northern Beaches Eisteddfod, Tibetan Association of Australia, Eurofest, Artfocus, and the Australian Dance Council - Ausdance NSW.

### Local Government week 2010

The theme 'Building A Brighter Future' was the focus of the 2010 Local Government Week. Over one hundred 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. They also toured Dee Why Library.

### Ted Jackson Reserve

A dedication ceremony was held on Monday 18 October to rename Dee Why Beach Reserve Ted Jackson Reserve in recognition of Edward Walter (Ted) Jackson OAM, BEM. Mr Jackson passed away in July and had a life long association with Dee Why and worked tirelessly for the people of Warringah. Mr Jackson worked for Warringah Council for 31 years before being elected as a Councillor in 1983. He became Shire President in 1985 and again from 1986 to 1989.



# Development Assessment

## Strategic Contributions

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

# \$5.6m

Total expenses from continuing operation

## Fast Facts

- 2,439 development applications received (includes DA, Mods, Reviews and CDC)
- 2,482 development applications determined (includes DA, Mods, Reviews and CDC)
- Due to improved processes, Council was able to determine more applications plus improve the mean determination time for processing applications compared to the previous year

## 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	5.23	
Total value of developments approved within Warringah	\$	-	\$712.2m	-
Development applications median turnaround time - delegations	Days	60	46.11	
Development applications median turnaround time - Warringah Development Approval Panel	Days	100	146.38	
Scheduled projects completed (operational)	%	85	100	

## Determining Applications

In 2010 - 2011 the majority of applications were determined under delegated authority by our staff.

The Warringah Development Assessment Panel (WDAP), the Joint Regional Planning Panel (JRPP) and the Land and Environment Court determined less than 4% of applications.

The WDAP consists of community members and independent experts qualified in law, urban design and the environment. The WDAP has authority to determine applications for large developments with complex planning issues, in 2010 - 2011 it considered 40 applications up from 28 the previous year. The Joint Regional Planning Panel dealt with seven applications.

We have also had success in defending cases in the Land and Environment Court whilst acting as expert witnesses. These cases have been important for our community in preserving either bushland or the character of the urban areas.

## E-Services

We have continued to expand online services, offering improved response times for our customers as well as providing consistency in regards to all Development Assessment services. In 2010 - 2011 the range of transactions available online were expanded to include the ability to lodge and pay for applications online - 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 (s149's), Outstanding Health & Building Notices and Rates Notices (s603's).

## Internal Service Improvements

A new Development Unit (DU) has been set up to promote consistency throughout the development assessment process. This unit provides important feedback to officers on their assessments of applications and has resulted in improved quality and faster turnaround times for customers. The new Unit increases transparency, consistency of outcomes on development matters, and assist in reducing the number and cost of appeals to the Land and Environment Court.

# Glen Street Theatre

## Strategic Contributions

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

# \$3.3m

Total expenses from continuing operation

## Fast Facts

- Over 6,000 young people performed on the Glen Street stage
- Nine professional productions (119 performances)
- Over 4,000 subscribers
- Eight concerts programmed as part of the Music in the Glen series
- Nine community hirers and two commercial hirers using the theatre for their own work and productions

## Key Activities and Programs

- Annual subscription season of professional performing arts
- KidsPlay program
  - Present literary lunches
  - 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	7.55	
Scheduled projects completed (operational)	%	85	100	
Scheduled projects completed (capital)	%	85	100	

### 25th Birthday Celebrations

The year began with a huge celebration on 6 July 2010 of Glen Street's first 25 years of operation.

A DVD was compiled featuring community members instrumental in Glen Street being established in 1985 – Councillor Julie Sutton, Paul Couvret, Penny Philpott, Darren Jones, as well as artistic members of the community who supported Glen Street in its infancy including Tanya Pearson who is still presenting her Sydney City Youth Ballet each year. An excellent concert was put together which attracted a full house and was hosted by "The Dame".

### Annual Subscription Season

Productions presented in late 2010 included Halpern and Johnson starring Heni Szeps and Garry McDonald which played to large houses. Rain Man featuring Daniel Mitchell and Alex Dimitriades was also extremely well received along with Karin Schaupp in Lotte's Gift and Darren Coggan in Peace Train: The Cat Stevens Story. It was wonderful to see such a range of ages in the audiences at Glen Street during the year. 2011 has seen five professional productions presented to date and again a very diverse audience has attended.

### Audience Survey

In 2010 some 11,000 Theatre goers were surveyed to uncover audience attitude to services of the Theatre, performing arts they enjoy, other performance based entertainment, frequency of attending live performances and performance times. The

result fun, intelligent, thought provoking and highly acclaimed – this is what they want to see on stage. The response will be used in developing future programs and activities at the Theatre.

### Music at the Glen

The annual morning music concerts continue to boast a variety of leading Australian artists including some new talents as well as a selection of regular favourites. These concerts are well attended thanks in part to our partnership with Forest Coach Lines that provides wheel chair access for residents from local retirement villages as well as collecting patrons from other pick up points and transporting them to the concerts. 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. There were eight literary lunches in 2010 - 2011 with Hugh Mackay, Peter Fitzsimmons, Jaunita Phillips, Mike Carlton, Serge Dansereau, Wendy Harmer and Ita Buttrose speaking.

### KidsPlay

The youth and family programming arm of Glen Street presented a number of children's productions including The Gruffalo which played to 95% capacity. It is always a great pleasure seeing young happy and excited faces entering the theatre for what maybe a first theatrical experience. Over 6,000 young people perform on Glen Street's stage throughout the course of a year.

# Information and Library Services

## Strategic Contributions

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

# \$6.1m

Total expenses from continuing operation

## Fast Facts

- 743,786 customer visits during the year. This was a slight increase on last year's figures and the highest total since 2003
- 1,237,290 loans which is a 4.3% increase on last year's figures
- 205,308 visits to the Library website
- Provision of 47 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 print resources held by the Library and available for loan. New print resources are selected each year and added to the collection
- 295 current print journal titles available for loan including 13 newspapers, five of which are in languages other than English
- Access to 30,000 journals, over 500 newspapers, encyclopaedias and e-books and audio books online through the free data bases
- 17 local high schools involved in the Youth Research Excellence Award

## 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 service and access to the world wide web
  - Home library service
  - Educational programs (author and story telling talks 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	7.82	
Utilisation rate libraries – no of physical visits	No.	771,777	743,786	
Utilisation rate libraries – no of website visits	No.	168,000	177,030	
Utilisation rate libraries – no of loans	No.	1,125,813	1,237,290	
Scheduled projects completed (operational)	%	85	100	
Scheduled projects completed (capital)	%	85	100	

### Libraries

The popularity of our libraries continues to increase with more than 743,000 customer visits during the year and 1.2 million loans. Other services include specialised local studies, family history, home library service for 81 residents who are unable to come to the library, 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 introduced social media elements to the library catalogue to allow patron comments on the library's resources.

Other improved digital services include ePublications of government reports linking directly with websites, the creation of a digitised indexed record of Council minute books dating back to the first hand written copies from 1906 and keyword searching the library catalogue now gives access to thousands more resources. This upgrade also allows one access point to non-print resources, online data bases, eBooks and audio books in one search.

### Refurbishment of Local Studies

A valuable collection of pictures, maps and archival materials relating to the local area have been stored in Dee Why library and this refurbishment project has brought resources together and presented them for public use. New research areas have been created with easy access to the many books and files relating to the area. A secure compactus now also holds fragile and more valuable items.

### Inside Break

Inside Break is a HSC resources website full of information and links to lectures, library resources, past exams, and more. Established in 2007 as a collaborative project by Warringah, Manly and Pittwater Council libraries, our partnership has expanded to include public libraries across NSW.

### Children's Programs

We offer a variety of programs for children starting from newborns to teens including bilingual story time, BIBS - Babies into Books, book swaps, chess clubs, science programs and school holiday activities.

The Chess competition started as a single school holiday activity and has quickly spread to all branches with regular monthly competition sessions at Forestville Library. Volunteers from the community and the assistance of Duke of Edinburgh Awards student placements have contributed to the program's success.

### Book Club

Our Book Club program has grown to 120 groups in Warringah with access to more than 150 book club kits, an eNewsletter and a Facebook page.

### Downloadable Audio Books

We introduced downloadable audio books to our collection this year with the focus being on Australian content, popular fiction and non-fiction books. Library members can download books from home and enjoy them on their MP3 device.

# Kimbriki Environmental Enterprises Pty Ltd

## Strategic Contributions

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

# \$15.7m

Total expenses from continuing operation

## Fast Fact

- Kimbriki's website was upgraded to highlight its services, products and an interactive site guide for customers to discover where to go before they arrive

## Key Activities and Programs

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

## Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
% of incoming material diverted to landfill - Kimbriki	%	75	82	
Kimbriki operating result	\$	1,996,055	2,192,761	
% Compliance with EPA environmental requirements	%	100	100	

## Leading the Way

Kimbriki is a leader in waste management education and practice, through the use of innovative technologies and management systems that maximise resource recovery. Supporting a focus on resource recovery, Kimbriki is continuing its transformation into a state-of-the-art resource recovery centre, which will play a major role in helping to maximise diversion of waste from landfill in line with state government waste targets.

Kimbriki continues to achieve remarkable results in the management of waste and materials. Of the 198,826 tonnes of waste received, almost 82% was diverted for recycling or reuse including green waste, building and construction materials, metals, plastics and paper as well as secondhand goods. Many of these materials are processed and sold as a variety of products used by domestic and commercial customers.

Electronic waste is recycled with a limit on the numbers of items received per customer, with 964 tonnes handled and diverted for the recycling of valuable metals. Ewaste has not been disposed to landfill at Kimbriki since a SHOROC wide ban in January 2010.

## Eco House and Garden

Education facilities at Kimbriki were expanded and rebadged as the 'Eco House and Garden'. The new Eco House, made from 80% reused materials, was opened by Dick Smith AO. The prime focus of the program is promoting sustainable living and gardening, including excursions, practical workshops and drop-in sessions.

# Natural Environment Services

## Strategic Contributions

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

# \$12.6m

Total expenses from continuing operation

## Fast Facts

- 136 sites of active bush regeneration works covering some 300 hectares (ha) of bushland, plus another 100ha in the Narrabeen Lagoon Catchment project
- Over 330 active 'Friends of the Bush' volunteers at 28 supervised sites, regenerating over 17ha of bushland
- 1,000 trees planted by over 150 people on National Tree Day
- 270% increase in the Warringah population of *Microtis angusii* (an endangered small orchid) following management of its habitat
- Five broad scale ecological/hazard burns in 13.5ha of bushland, despite a very poor burning season.
- Over 5,000 people attending community education events
- Over 11,800 cubic metres of sand added to Collaroy-Narrabeen beach from nearby development sites, to help protect properties from storm damage
- Inspected 2,500 metres of stormwater pipe using CCTV, and replaced 340 metres of stormwater drainage and 19 stormwater pits

## 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, sustainability and waste education and initiatives
- Water quality and water cycle strategic planning
- Coastal zone, estuary and floodplain management planning
- Environmental research partnerships and community committees
- Provide and manage natural area recreational trails
- Bushland protection and maintenance and creek stabilisation works
- Bushfire asset protection zone management and risk assessments
- 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	4.97	↔
Residents satisfied with caring for bush areas	Mean score	6.84	7.03	↑
Residents satisfied that Council operates in an environmentally sustainable way	Mean score	6.37	6.80	↑
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	6.54	↑
Residents satisfied with walking trails and tracks	Mean score	6.65	6.48	↔
Scheduled projects completed (operational)	%	85	91	●
Scheduled projects completed (capital)	%	85	66	●

### Narrabeen Lagoon: Creating a Sustainable Catchment Project

The Narrabeen Lagoon: Creating a Sustainable Catchment Project was a three-year joint initiative between Warringah and Pittwater Councils and the NSW Environmental Trust provided over \$1.9 million of funding which was completed in 2011. The project included a sustainable living education program across the whole catchment in partnership with the Coastal Environment Centre. On-ground activities included a biodiversity survey, creek bank remediation works and bush regeneration across the catchment in Warringah and Pittwater. The project had a significant positive impact on the catchment's health, developed a number of new and successful educational programs and built the capacity of existing organisations and services to support activities into the future.

### Narrabeen Lagoon Plan of Management

A draft Plan of Management was prepared to guide Council in managing the lagoon, up to the high water mark, including environmental and recreational needs, flooding issues and the lagoon entrance. Extensive community consultation included exhibition of a white paper, workshops, webpage and an online discussion forum. Council was also appointed as Reserve Trust Manager of the area by the Minister for Lands.

### Narrabeen Lagoon Multi-Use Trail

This trail will be an outstanding recreational and tourist destination for the region and beyond, incorporating lookouts, seating, rest stops and educational signs at regular intervals. A wide range of users will comfortably share the path, including pedestrians, cyclists and the disabled. Stage 1 of the trail, between Deep and Middle Creeks, is nearly complete and has been designed for minimal impact on the sensitive environment. Detailed planning, extensive community consultation and design work continues on Stages 2A and 2B, to ensure that all issues are addressed in the complex lagoon and foreshore environments.

### Flood Studies for Narrabeen Lagoon and Manly Lagoon

Consultants commenced new Flood Studies for Manly Lagoon and Narrabeen Lagoon, 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.



## Natural Environment Services

### 'Hilltop to Headland' Environmental Series

This year was the biggest in the program's history with three booked-out events delivered to over 1,000 people, and podcasts of the event accessed by many others. The series began with a lecture by celebrity chef and author Ed Halmagyi on sustainable living, providing many practical ideas on being sustainable with food and lifestyle choices. The second event, with Totally Wild's Ranger Stacy and the Taronga Zoomobile was a family-friendly, outdoor, hands-on event featuring native animals and reptiles. The audience had an opportunity to engage in activities on Warringah's bushland and biodiversity. The final event was a thought-provoking forum by Australia's Chief Commissioner for Climate Change, Professor Tim Flannery, along with the head of the NSW Coastal Panel, Professor Bruce Thom. These two renowned Australian scientists delivered an informative and entertaining event to a record breaking audience of 500.

### Improving Communication and Building Capacity for Community and Staff

During November 2010, Professor Sam Ham from the University of Idaho was engaged to train staff and our community groups in the techniques of Thematic Interpretation. The training was specifically targeted at educators to improve their skills in talking to the community and encouraging behaviour change. Further training was also provided on community-based social marketing. These techniques have been used in some high profile projects

### Reducing Waste

#### Waste Education Activities

Our waste education team supported 51 events in 2010 - 2011 that attracted approximately 4,000 people. These events included workshops, displays and presentations on recycling, at public events as well as tours to recycling facilities. Waste Education was delivered to 12 schools reaching almost 1,000 local children.

Other key events included:

- Garage Sale Trail - 157 households participated in this initiative which aims to reduce bulky goods going to landfill through reusing and recycling others' unwanted goods.
- Waste to Art - 33 artworks selected for exhibition at events to promote sustainable living through art.
- Collaborative council projects – we participated in numerous campaigns with SHOROC councils. Additionally the "Love Food Hate Waste" program saw us join a group of six councils successful in obtaining \$20,000 grant to create education and promotional materials for use in 2011 - 2012.
- Household Chemical CleanOut - with residents dropping off 73 tonnes of chemical waste for safe recycling and disposal.

### Threatened Species Finds in Warringah

Our ongoing biodiversity surveys by expert ecologists in the Oxford Falls Valley area identified local populations of the Eastern Pygmy Possum, a vulnerable species listed under the NSW Threatened Species Conservation Act. Other significant findings include Powerful Owls, Heath Monitors and Glossy Black-Cockatoos. There are also exciting results from the 2010 surveys of the *Microtis angusii* population at Ingleside, the only known location of the species in Australia. This small onion orchid plant is a threatened species, and through our management its numbers have significantly increased by 270% over the past four years to a total of 600 plants.

### Bushcare Regeneration

Bush regeneration was carried out in high priority bushland, wildlife corridors, threatened species areas and fire management access zones throughout Warringah to help improve the biodiversity of our bushland and assist in protecting homes and Council's assets. This year's work was undertaken at 136 sites across Warringah, totalling more than 300 hectares.

Further sites are being regenerated by the 'Friends of the Bush' volunteers, a growing community of 330 regular volunteers, supported by Council supervisors. The Friends also nurture seedlings in the Community Propagation Nursery at Manly Dam, providing stock for planting, such as seedlings of slow-growing Coachwood trees which have been carefully nurtured for two years.

### Beach Erosion Monitoring and Forecasting Research Project

We have partnered in a groundbreaking research project with the University of NSW, the University of Plymouth (UK), Macquarie University, Coastal Watch, Gosford Council and the NSW Office of Environment and Heritage. The project undertook detailed coastal erosion research along the NSW coastline and includes Collaroy-Narrabeen beach. This places Warringah Council at the forefront of coastal erosion research and is sponsored by an Australian Research Council grant of \$340,000.

### Coastal Erosion Emergency Action Plan

According to Australia's Climate Commission report, The Critical Decade, the likelihood of damaging floods, storm surges, coastal erosion and king tides will increase around coastal Australia. As land manager of our beaches, we are proactively tackling these potential problems and have developed the Coastal Erosion Emergency Action Plan for beaches in Warringah which will put Council on the front foot to help protect our vulnerable coast.

Rising sea levels and storms pose significant risks to property along some coastal areas in Warringah especially Collaroy-Narrabeen Beach which is ranked the beach third most at risk from coastal processes in Australia. Several public forums have been held during the preparation of the draft plan, with hundreds of people attending to speak with experts and have a say on how coastal erosion emergencies should be handled. The draft plan identifies risks associated with coastal erosion and clearly outlines which emergency action measures can and should be undertaken by Council, landowners and the SES during erosion events.

### Improving Stormwater Management

Our extensive drainage network is valued at about \$330 million and contains around 440km of pipes that are maintained, cleared, repaired or replaced. Water quality devices such as gross pollutant traps are also cleaned and emptied. More than 340 metres of stormwater drainage and 19 stormwater pits were replaced and approximately 2,500 metres of CCTV inspections were conducted this year.

### Protecting Our Environment and Stormwater Assets

Bank stabilisation works were completed in a tributary of Dee Why Lagoon adjacent to Hawkesbury Avenue, Dee Why. The works reduced sediment entering Dee Why Lagoon and re-established native vegetation at the site following construction. Other high priority stormwater works were carried out at Ryan Place in Beacon Hill; Jenkins Street in Collaroy; and at Harbord Road in Freshwater.

### Protection of Waterways and Riparian Land Policy

The Protection of Waterways and Riparian Land Policy was developed this year to outline the way we manage waterways and riparian land on public and private land. The policy focuses on addressing the past problems, protecting aquatic and riparian ecosystems and preventing future problems in waterways and properties.

### Streamlined and More Efficient Processes

The Natural Environment Works Panel of Contractors was created to enable a faster engagement of quality environmental services, through a panel of 20 "pre-qualified" contractors. The services include bush regeneration and supervision, weed control, environmental rehabilitation works, track works and feral animal control.



# Parks, Reserves and Foreshores

## Strategic Contributions

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

# \$8.9m

Total expenses from continuing operation

## Fast Facts

- 1,309 customer requests attended to for sports fields, reserves and rock pools
- 2,769 customer requests attended to for street and reserve trees
- 19,243 bookings processed for sports fields and courts, reserves, rock pools, beaches
- 14km of beach and shoreline assets managed
- Five ocean rock pools cleaned and maintained on a weekly basis in summer and fortnightly in winter
- 169 playgrounds maintained with 254 playground maintenance tasks
- 2,276,349 square metres of grass maintained

## Key Activities and Programs

- Provide tactical planning and advice on management of parks, reserves and foreshore assets including street trees
- Provide asset management of parks, reserves and foreshores assets including sportsgrounds, playgrounds and rock pools
- Manage regional recreational facilities including Brookvale Oval, Cromer Park, Manly Dam and Stony Range
- Manage street trees and trees on parks, reserves and foreshores
- Manage bookings of parks, reserves and foreshores including filming and photography requests
- Manage Plans of Management relating to parks, reserves and foreshores
- Manage relationships with sporting organisations and sports stakeholders

## Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with walking trails and tracks	Mean score	6.65	6.48	↔
Residents satisfied with bike paths	Mean score	4.92	4.97	↔
Residents satisfied with management of street trees	Mean score	5.47	5.84	↔
Residents satisfied with maintenance of beaches and rock pools	Mean score	7.48	7.44	↔
Residents satisfied with Brookvale Oval	Mean score	5.89	5.67	↔
Residents satisfied with sporting fields and amenities	Mean score	6.76	6.48	↓
Residents satisfied with parks and recreation areas including playgrounds	Mean score	6.67	7.09	↑
Residents satisfied with managing the impact of visitors to the area	Mean score	6.33	6.31	↔
Scheduled projects completed (operational)	%	85	0	●
Scheduled projects completed (capital)	%	85	72	●

### Manly Vale Community Garden and Playground

We opened our first official community garden at Manly Vale as an exciting space bringing children, families and neighbours together to enjoy and learn to live more sustainably. These facilities are in a highly developed area where residents have limited access to open space and opportunities for gardening. Offering an environmentally friendly and sustainable lifestyle, features include an all-ages playground, garden and central shelter called 'The Hub' where community workshops take place on composting, mulching, worm farms, permaculture and plant propagation.

### Green Street Park

In December we opened a new park and playground in Brookvale - Green Street Park. We acquired four residential blocks of land to create an exciting green space for residents living on the fringe of Warringah's industrial area. Council consulted extensively with the local community, including teachers, students and parents from Brookvale Public School, on the concept design for the playground. The Park includes a playground, shade structure, passive open space, landscaping and facilities such as picnic tables and bicycle racks.

### Playground Upgrades

Playground upgrades were undertaken at Makim Reserve at North Curl Curl; Cook Reserve at Forestville; Palomar Reserve at North Manly and Coster Reserve at Frenchs Forest. The playgrounds were designed following community input to cater for a variety of age groups and comply with Australian Standards for playground safety. New and improved equipment was also installed at James Meehan Reserve, Dee Why.

### Manly Dam

Improved facilities at Manly Dam include new pathway sections of the mountain bike trail to improve safety, drainage and minimise environmental impacts on surrounding bushland and water quality. A new section of pathway has also been completed between two popular picnic areas.

## Parks, Reserves and Foreshores

### Water Refill Stations

To encourage sustainable practices such as reusing water bottles, reduce rubbish and provide a network of hydration points, water refill stations have been installed in a variety of locations including Passmore Reserve, Corbett Reserve, Green Street Reserve, and three in John Fisher Park. Stations will be incorporated in future works, to provide an integrated network of water refill stations for a wide range of community groups including sporting clubs, walkers, bicycle riders, playground and passive park users.

### Sporting Club Capital Assistance Program

In September 2010, we announced the successful grant recipients for the Sporting Club Capital Assistance Program. Eight Warringah sporting groups were awarded a share in Council's \$250,000 program to improve built sporting infrastructure at various locations. Successful projects included an upgrade to lighting for Forest Killarney Football Club, improvements to JJ Melbourne Hills BMX facility, fencing extensions to improve safety at Aquatic Reserve, baseball diamonds, a shade structure at Wakehurst tennis courts and improvements to clubhouse facilities at a number of locations.

### Brookvale Oval

The playing surface of Brookvale Oval underwent improvements including a new irrigation and subsurface drainage system. The new works allow the oval to recover from high rainfall and provide an increased carrying capacity of the oval for greater community access.

### Nolans Reserve Upgrade, North Manly

To allow greater asset utilisation, lighting of the playing surfaces at Nolan Reserve was upgraded. Multi-use pathways, landscaping and drainage works were also undertaken.

### Weldon Oval Rectification, Curl Curl

The rectification of Weldon Oval, is nearing completion providing an improved AFL playing surface and turf cricket wicket table. The oval is located on an old landfill site subject to significant subsidence and contamination. Following remediation, the sportsfield was rectified and now has new irrigation system, improved subsoil, new turf, improved lighting and new equipment.



# Roads, Traffic and Waste

## Strategic Contributions

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

# \$27.7m

Total expenses from continuing operation

## Fast Facts

- 14.17km (or 122,340 square metres) of road resurfaced
- 2,080 potholes repaired
- 529m of kerb and gutter repaired
- 3,890m of new footpath built and 1,590m of old footpath replaced
- 8km of new bike routes built consisting of 1.9km of shared path and 6.1 km of on road routes 656 street name signs replaced
- About 8,500km of streets swept and about 29,000 square metres of footpath pavers scrubbed.
- 27 shopping centres hand cleaned or swept on a daily or weekly basis
- About 600 street litter bins emptied daily
- 68 reserves, sportsfields and playgrounds cleaned between one and seven days every week
- 246 bus shelters washed and cleaned monthly
- Approximately 54,000 weekly garbage and recycling collections
- Approximately 100,000 monthly green waste collections
- About 6.5 million litres of sewerage collected and disposed from private and Council properties
- 8,603 graffiti removal jobs totalling 17,114 square metres of graffiti removed.
- 199 gross pollutant traps cleaned and 1,077 tonnes of sediment removed
- 106 drop holes repaired
- 916 stormwater inlet pits cleaned and 14 repaired

## Key Activities and Programs

- Maintain Council's stormwater drainage system
- Manage the provision of street lighting through Energy Australia
- 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 (e.g. construction of footpaths, road resurfacing, 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

## Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with provision of street lighting	Mean score	6.62	6.73	↔
Residents satisfied with bike paths	Mean score	4.92	4.97	↔
Residents satisfied with walking trails and tracks	Mean score	6.65	6.48	↔
Residents satisfied with bus shelters	Mean score	6.12	6.03	↔
Residents satisfied with maintenance of local roads	Mean score	6.08	5.78	↓
Residents satisfied with footpaths	Mean score	6.12	5.75	↓
Residents satisfied with provision of car parking	Mean score	5.73	5.46	↓
Residents satisfied with traffic management	Mean score	5.74	5.33	↓
Residents satisfied with household waste collection	Mean score	8.05	8.21	↔
Residents satisfied with household bulky items clean ups	Mean score	7.13	7.37	↑
Residents satisfied with cleaning of public areas	Mean score	6.54	6.78	↑
Residents satisfied with cleaning of streets	Mean score	6.65	6.61	↔
Kilos of waste produced per capita	kg	476	475	●
% of recyclables going to landfill	%	56.6	55.0	●
Average road pavement condition rating	-	8.4	8.4	●
Scheduled projects completed (operational)	%	85	100	●
Scheduled projects completed (capital)	%	85	92	●

## Management of Road and Traffic Assets

A works Program of in the order of \$6 million was delivered in 2010 - 2011. This was managed by Roads, Traffic and Waste and Civil Projects staff. A new Project Management reporting tool was used for all capital projects that assisted in tracking projects in relation to physical progress against schedule, expenditure and key milestone dates. All projects were delivered as forecast which included programs on roads, kerbs and gutters, footpaths, cycleways, traffic facilities, retaining walls, streetscape improvements and carparks

Works included the rejuvenation of both carparks at Glen Street Theatre, with lighting improvements, footpaths and landscaping completed. Safety measures at Forestville Shopping Centre involved the placement of steel bollards to protect pedestrians and shop fronts, and new kerbs and landscaping at Richmond Avenue carpark used Water Sensitive Urban Design.

## Pedestrian Access and Mobility Plan (PAMP)

The Pedestrian Access and Mobility Plan was adopted in June 2011. This plan maps and prioritises the delivery of footpaths based on usage. It provides for future asset planning and provision of pedestrian facilities across Warringah.

## Roads, Traffic and Waste

### The Strand Dee Why Upgrade

The upgrade of The Strand at Dee Why Beach is designed to improve the streetscape along the beachfront, pedestrian access and opportunities for alfresco dining. The project includes public art in the form of specially engraved pavers along The Strand, and bicycle racks and bottle refill/ drinking stations in Ted Jackson Reserve.

Additionally a new amenities block has been completed and 48 additional parking spaces have been added to provide greater access to nearby restaurants and businesses. Council has undertaken a very comprehensive community consultation process during the planning stage, which commenced four years ago. During the concept design local residents and businesses along The Strand participated in several workshops to ensure they had ownership of the project.

### Block Grant From the Roads Traffic Authority (RTA) of \$240,000

Council received a block grant from the Roads and Traffic Authority (RTA) of \$240,000 for installation and maintenance of new traffic signs and linemarkings within the local road network in the Warringah LGA (with the exception of Main Roads). This work was previously undertaken by the RTA.

### Road Safety Program

A range of road safety programs were delivered in 2010 - 2011 including:

- A child restraint checking day on the 26 May 2011 attended by 38 residents.
- Graduated Licensing Scheme Workshops for parents and supervisors of learner drivers on 30 June 2011 with 26 attendees.
- A senior road safety calendar produced in consultation with SHOROC/NOROC councils. Nearly 3000 calendars for 2011 were distributed to seniors in Warringah.
- We have worked closely with schools to education on the importance of road safety in school zones with Road Safety Education – Various education materials have been produced for primary schools in the Warringah area. Brochures have been produced for Killarney Heights Public School and Forestville Montessori School. Assemblies have been conducted at Forestville Primary School and John Collet School and a Road Safety poster competition judged by the Road Safety Officer (RSO) and Mayor was a great success. The presence of the RSO in school zones to educate parents and children has been welcomed from all schools involved.

Cycling – The ride to school day was supported by the RSO with one event taking place at Forestville Primary School. The RSO continues to support the Warringah Cycle Plan.

### Street Sweeping and Public Place Cleaning Improvements

In October 2010, the street sweeping schedules were reviewed and amended in residential, industrial and commercial areas in conjunction with the purchase of an additional street sweeper. This has resulted in an increase in frequency of sweeping residential streets from a 20 week cycle to a 10 week cycle.

Improvements were also made to the public place cleaning schedule in 2010 - 2011 by changing the type of plant used by the cleaning staff. This has increased the frequency of cleaning in some areas and allowed other locations to be added to the new schedules.

### Public Place Recycling

Twelve additional recycling stations were installed in parks and reserves in 2010 - 2011. Stations have been provided at Long Reef Beach Reserve, South Curl Curl Beach Reserve, Berry Reserve at Narrabeen, North Curl Curl Youth and Community Centre and Jamieson Park at Narrabeen.

### 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 6,400 cars, dropping off 284 tonnes of e-waste at Kimbriki in 2010 - 2011.



# Strategic Planning

## Strategic Contributions

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

# \$1.8m

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	5.51	↔
Residents satisfied with management of residential development	Mean score	5.42	5.33	↔
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	73	●

## New Warringah Local Environment Plan and Development Control Plan

The new comprehensive Warringah Local Environmental Plan (LEP) is approaching completion and final approval by the State Government. The new LEP is based on traditional zones and will replace Warringah's current locality based planning system.

The LEP and Development Control Plan (DCP) will bring Warringah's key land use planning documents into line with the State Government statutory planning framework, with an increased number of State Environmental Planning Policies applying to Warringah. The new LEP will also be consistent with the Standard Local Instrument which adopts a set of consistent land use definitions and zoning types across all local government jurisdictions within the state.

## Heritage in Warringah 2010 - 2011

Warringah is home to a rich history and many reminders of its past are seen in its built and natural environment. We commenced a community based heritage review late last year. The community was invited to nominate places and items of potential heritage significance and 65 new heritage items were received, some incorporating multiple properties. These nominations are currently being assessed by an independent heritage panel.

As a major part of this review, Council invited the community to nominate places and items of potential heritage significance. Council has received 65 new heritage nominations from the community, some of which incorporate multiple properties. These will be assessed by Council's independent Heritage Panel as to whether or not they meet the criteria necessary for listing in Council's Local Environmental Plan.

Grant funding up to \$15,000 has been secured through the NSW Heritage Grants Program, and all existing heritage listings have been checked to correct inaccuracies in description and location. It is expected that the revised list of potential heritage items will be placed on public exhibition in late 2011 or early 2012.

## Strategic Planning

### Frenchs Forest – New Hospital and Proposed Specialised Centre

The State Government is advancing plans to develop a new Level 5 hospital at Frenchs Forest and is investigating the increased development potential of the surrounding land.

Following public exhibition in late 2010 to early 2011, significant community concern was raised, particularly in relation to ensuring the anticipated growth in jobs and housing is tied to, and follows, delivery of the new hospital.

The New Hospital and proposed Specialised Centre represents a significant investment in the area. The project has the potential to provide enhanced health services, increased employment opportunities and road and public transport improvements.

A technical working group has been established by the State Government of which Council is a participant. We are working to achieve the best outcome for this precinct and this significant project.

### New Section 94A Plan

Council adopted a new Section 94A Development Contributions Plan in June 2011 with an updated Works Program covering the years 2011 - 2012 and 2012 - 2013. The Plan has been prepared as part of the preparation of Council's Capital Works Program.

All funds collected under this plan will be directed towards the provision of new public amenities and facilities required as a result of demand generated from new development and population growth. The new plan ensures council's work program is current and responsive to Council's infrastructure priorities.

### Housing Strategy

Following the talk of the Town event on 23 May 2010, Council prepared a Housing Strategy aimed at providing the appropriate housing to accommodate Warringah's future population needs.

In responding to significant community concern, Council resolved to withdraw the strategy in June 2011 subject to engaging with the new State Government about ensuring that growth is tied to commensurate infrastructure investment from the State.

We are committed to working with the community and the State Government to strike the right balance between accommodating the forecast population growth whilst satisfying increased demand for urban infrastructure.



# Warringah Aquatic Centre

## Strategic Contributions

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

# \$3.7m

Total expenses from continuing operation

## Fast Facts

- 311,139 people attended the WAC during the financial year, including 158,776 casual swimmers and 123,910 people participating in structured classes (e.g. learn to swim, aquarobics, seniors classes, Swimfit, and pilates)
- 40 swimming carnivals hosted, involving 18,153 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

## Key Performance Indicators

KPI	Unit	Target	Actual	Indicator
Residents satisfied with Warringah Aquatic Centre	Mean score	7.23	6.99	
Expense recovery from Centre operations	%	88	79	
Total Attendances of WAC	No.	330,000	311,139	
Scheduled projects completed (capital)	%	85	0	

### Condition Audits and Master Planning.

Recent condition audits of the Warringah Aquatic Centre confirm that, whilst there are elements of the building that need attention, structurally the Centre is still sound. This work will feed into the needs assessment and community engagement process that will determine the future direction of the facility.

### Water

Our Aquatic Centre is an example of best practice for water saving as outlined in the Sydney Water Manual entitled Best Practice Guidelines for Water Management in Aquatic Leisure Centres in recognition of water saving initiatives. Water consumption at the Warringah Aquatic Centre averages less than 140 kilolitres per week and is 65% lower than six years ago.

### Energy Saving

The Aquatic Centre is a large energy consumer and is part of Council's Energy Performance Contract. This contract has been fully implemented and resulted in energy consumption reducing by 14%. The total energy saving at the Aquatic Centre as a result of these measures is 449,141 kilowatt hours.

### Waste Management

A waste management agreement has been negotiated which not only allows for waste recycling at the WAC but has also resulted in savings of over \$6,000 per annum.



# Corporate Support Services



## Strategic Contributions

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

# \$17m

Total expenses from continuing operation

## Fast Facts

- 3.63 tons of Carbon emissions per month abated due to the transition to Soy Diesel
- 128,021 calls were answered, 51,393 enquiries handled over the counter, and 30,319 letters and e-mails were replied to
- 271,595 documents registered in Council's document management system
- 33 Tenders issued with a total contract value of \$18m
- 127 Request for Quotations issued with a total contract value of \$8.74m
- \$322,450 of aggregated savings achieved by the four member councils of SHOROC – Individually, Warringah saved \$158,534 under SHOROC contracts
- 84% of all paper consumed by Council was recycled paper
- \$2,678,093 spent on reactive maintenance and \$1,210,939 spent on planned operations and maintenance to buildings
- 301 training sessions catering for 2,327 staff attendances

## 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	4.97	↔
Residents satisfied with community centres	Mean score	6.80	6.83	↔
% of customer enquiries resolved on first contact	%	90	94.8	●
% of calls answered within 30 seconds	No.	80	66.8	●
No. of visits to Council's website	No.	690,000	723,000	●
Scheduled projects completed (operational)	%	85	88	●
Scheduled projects completed (capital)	%	85	69	●

## Planning for Business Continuity

We have continued rolling out our Business Continuity program to provide a sound platform from which to recover from any event that may impact on our ability to deliver services to the community. Our critical services and processes have been documented, and we have begun working on the less critical services. We have also installed a disaster recovery facility that enables our Information Management and Technology team to restore any lost data that may occur. This function enables Council to get core internal systems back up and running within approximately four hours after an event. Warringah Council is one of the first NSW Councils to have implemented this technology.

## Sound Financial Management

Our financial management has been recognised by the NSW Division of Local Government (DLG) which stated that our Long Term Financial Plan is exemplary. During the year we have continued to apply best practice which has included:

- Repaying all borrowings – we are debt free
- Incorporating a Capital Budget Statement and Cash and Investment Statement as part of the Strategic Community Plan 2011 to provide a reference point to actual results in 2012, and
- Achieving strong interest and investment earnings whilst avoiding any loss of principal.

## Renewed Focus on Workplace Safety

We established a new 'Triple Zero Goal' for workplace safety. This provides a target of 0 accidents, 0 incidents and 0 lost time injuries across Council. We have reviewed our systems and procedures and rolled out training to managers and supervisors across the organisation.

## New 'Welcome to Warringah' Booklet

During the year we released a 'Welcome to Warringah' booklet. This booklet is part of the starter pack for new staff. It provides new employees with an overview of Warringah Council and other helpful information that they will need, particularly for the first three months after commencing employment. An online e-learning pilot was designed and successfully trialed with a number of staff. This forms part of our induction program and allows staff to learn at their own pace and will reduce the amount of time new starters are off site.

## Corporate Support Services

### Employer of Choice

We recognise the importance of attracting and retaining good staff. Our workforce consists of more than 600 employees with over 75% living on the northern beaches. In late 2010, some 400 staff participated in our employee opinion survey providing feedback on the overall health of the organisation and covering themes such as values and behaviours, leadership, and communication. This valuable insight has allowed management, in consultation with staff, to develop an action plan to make further improvements. We are looking at ways of promoting local government as a career option and in partnership with Pittwater and Mosman Councils participated in the Northern Beaches Careers Expo at Terrey Hills.

### Business Excellence

A Business Excellence framework was implemented across the organisation to build a culture that facilitates change, innovation and improvement. Staff continued working together in identifying and assessing opportunities for innovation and improvements. We have systems to track and measure performance and will compare results with other organisations.

Staff training and education programs were developed to teach staff how to facilitate and lead improvement activities, applying the widely tested and successful business improvement methodology of Lean Six Sigma. This was followed up with on the job coaching to facilitate and lead business improvements applying the Lean Six Sigma methodology. Additionally, a leader program saw a further 35 leaders across the organisation undertake a three-day improvement program. In total 45 leaders have been trained in business improvement which provides them with knowledge to promote improvement and support staff involved in improvement activities in their areas.

In support of the business improvement activities a Business Improvement Council (BIC) was established. This group comprises 13 cross organisational representatives at all staff levels including the General Manager. The BIC evaluates improvement opportunities sent to the Business Excellence Program Office as well as supporting and championing business excellence throughout the organisation. Through the year the BIC evaluated 16 cross organisational initiatives of which five were allocated to facilitators to be worked on as improvements.

The combined result of the business improvement education along with the initiatives arising out of the BIC process has resulted in 22 improvement initiatives being in place at the end of the financial year across Council

### Brookvale Park Future

Brookvale Park has been an important part of the northern beaches community for nearly 100 years. Extensive community consultation was undertaken during 2010 on the future of Brookvale Park. More than 3,000 participants were involved in stakeholder panel meetings, phone, online and letterbox drop surveys, online forums, a "Breakfast at Brookie", and community workshops. We are analysing all the recommendations arising from the consultation program and will develop a master plan. Stage 2 revitalisation works continued at Brookvale Oval at a cost of over \$2.4 million.

### Public Amenity Improvements

Over \$2.1 million was invested in improving the appearance and condition of public amenities at Dee Why Beach, Passmore Reserve, North Narrabeen Surf Life Saving Club, Curl Curl Sports Centre, Belrose Junior Rugby League Club, Millers Reserve and Nolan's Reserve.

For existing facilities, the works included internal refits, changes to improve safety, auto-closing and locking of doors, energy efficient and vandal proof fittings, improving ventilation and lighting, and new disabled amenities (where feasible).

These improvements will improve the experience of users.

### Upgrading Community Buildings

Work continued on upgrading our portfolio of buildings. Over \$5.5m of works were completed to improve amenity bring the buildings to current Australian standards for venue hire. This included improving disabled and emergency access, upgrading kitchens and bathrooms, renewing critical components such as roofs and floors, implementing water and energy saving measures, installation of bicycle racks, and new lifeguard towers on beaches.

Major Works were undertaken at Dee Why Library, Harbord Literary Institute, YoYo's Youth Centre, Brookvale Occasional Care Centre, as well as Freshwater, North Narrabeen and South Narrabeen Surf Life Saving Clubs amongst others.

### Cross Training of Customer Service Staff

During 2010 - 2011 we commenced 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 the changes to the customer service area is complete, customers wanting to lodge a development application or any other enquiry will be able to approach any customer service team member.

### Service Achievements

In 2010 - 2011 we answered 91% of all calls received with a drop out rate of 9%. Some 67% of calls were answered within 30 seconds, which is below our target of 80%. The drop in service level was caused by re-allocating staff to undertake the cross training program. However, in the June 2011 quarter, that target was exceeded with 83% of calls answered within 30 seconds.

Quality based standards were maintained in respect of the accuracy of information and action requests supplied to our internal business service areas. An accuracy rate of 98% was achieved resulting in greater efficiency as it removed 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 94% of customer enquiries resolved without having to refer the customer to another officer in Council. This exceeded our target of 90%.

### New Media

A move into social media, including Twitter and Facebook, is giving Council another medium to keep the community in touch with Council's activities and services. Council also shares its photos on Flickr, has posted videos on YouTube and provides live webstreams of Council meetings.

In addition, there is a new Google Maps search tool on the home page to provide the community with a quick and easy method of locating Council properties and services – everything from rock pools to off-leash dog areas.



# Good Governance

## Strategic Contributions

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

# \$6.9m

Total expenses from continuing operation

## Fast Facts

- 1,304 submissions made to our Draft Strategic Community Plan 2011
- 367 Council Resolutions
- 199 Ordinary Council Reports and 41 Confidential Reports (not including Notices of Motion, Questions on Notice and Recission Motions)
- 93 Requests to address Council
- 17 Council meetings held and webcast, including five 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	6.31	↔
Residents satisfied with encouragement of local industry and business	Mean score	6.16	6.05	↔
Compliance with statutory reporting requirements	%	100	100	●
% of formal complaints managed according to set timeframes and in accordance with guidelines	%	90	100	●
Scheduled projects completed (operational)	%	85	86	●

## Working in Partnership with SHOROC Member Councils

We have continued to plan for the future of the region working collaboratively with Manly, Mosman and Pittwater through SHOROC. In September 2010 Councils developed and adopted SHOROC's Shaping Our Future strategy establishing priorities for the region over the next 20 years which includes rapid bus transit system, road upgrades, a new hospital and job opportunities. This provides us with an agreed position to work with state and federal governments on investing in improved transport, health care services and creating opportunities for the growth in local jobs.

We also participated in the development of a Regional Sustainability Strategy adopted in May 2011. The Strategy focuses on areas such as energy, climate change, waste, water, biodiversity, skills and capacity building. It identifies areas where Warringah and our neighbouring councils can work more efficiently and effectively on a regional basis to improve the sustainability of the region.

## Strategic Community Plan 2011

The Strategic Community Plan 2011 was approved on 28 June 2011. We received 1,304 submissions during this period, with many of the submissions about sportsfields. Council responded by including in the approved Plan more than \$3 million in improvements to sporting grounds over the next financial year. This includes a new synthetic surface, work on creating an extra oval and lights at Cromer as well as rectification works and lighting improvements across Warringah.

## Creating Partnerships to Promote Economic Development

Warringah and Pittwater Councils were successful in securing additional funds in 2011 to expand the economic development programs on the Peninsula. NSW Trade and Investment, Regional infrastructure and Services provided \$60,000 for a Business Mentoring program (details on this program are below) and a further \$15,000 for promotion of the Warringah Chamber of Commerce and Pittwater Business Ltd. The funding has allowed these organisations to establish a more prominent presence in the region through upgrades of their websites and direct marketing and promotion to local businesses.

## Good Governance

### Creating Opportunities for Business

A range of programs were offered to support and create opportunities for businesses locally and in the region during 2011 - 2012

In July 2010 we participated in the Hardware & General Trades EXPO 2010. Over 250 local trade businesses attended with Council showcasing what we are doing for "tradies" as well as providing information in a friendly environment on Council regulations and how they can comply. The trades' business sector is a significant employer on the Northern Beaches.

We participated in Small Business September with state and federal agencies delivering free seminars for Small and medium businesses on "Getting to know key NSW State & Federal Business - Leveraging Government Assistance to Grow Your Business". Over 200 people attended the seminars.

More than 87% of Warringah's businesses are homebased enterprises, solo businesses or companies with fewer than four employees. MicroBiz Week 2011 Warringah hosted two free information seminars on 'How to Surround Yourself with Ideal Clients'. More than 125 people attended to hear practical information on social media, marketing and public relations for micro businesses in the start and run phase of their business cycle.

NSW Manufacturing Week 2011 was an opportunity for Council to target manufacturers on the Northern Beaches. Working with Industry & Investment NSW a range of seminars were delivered highlighting best-practice techniques, strategies and case studies to assist manufacturers to compete in a global market

Finally, Warringah was a proud first time sponsor of the 2010 Cumberland Manly Daily Business Awards. This gave Council an opportunity to be part of the judging panel for the Awards and see first hand the innovative ways local business serves our community. Recognising success in business is important, it underpins local business communities.

### Local Business Mentoring Program

Local business owners could join a business mentoring program, two programs were offered this year tailored to woman (Women In Business) and owners over the age of 45 years (Over 45's Entrepreneurs and Women). Some 32 business owners completed the Programs.

Participants received specialist, state-of-the-art input from financial, sales, marketing and social media experts. Individual mentors also provided a strong sounding board and real life experiences to help face the many challenges that today's highly competitive and rapidly changing global marketplace presents. These Programs provide an environment for small business owners to reach their potential developing business networks and strategic alliances with other participants.

### Better Practice Community Engagement

In February 2011 Council adopted a revised community engagement policy and matrix. The new Policy and Matrix benefited from extensive consultation with the community including telephone research, focus groups and online forum comments. Many of the suggestion were incorporated into the final Framework.

Over the last twelve months we have used different engagement techniques to explore community sentiment on specific issues. Focus groups have been used to understand satisfaction with the development application process, perceptions of Council's responsiveness to Community needs, the types of Facilities required in Dee Why Town Centre and Brookvale Park, Economic development, Housing Strategy.

We have also used deliberative workshops where participants have an opportunity to consider an issue in depth, challenge each others opinions and develop their own views to reach an informed position. This style of workshops were successfully

Community deliberative workshops that encourage community discussion and gain views on their preferences on projects such as: Narrabeen Lagoon Plan of Management, Manly Dam Plan of Management, Narrabeen Lagoon Trail, Economic Development and exploring key topics raised from the Annual Survey including the DA process and Council Responsiveness to community needs.

Email updates - We have also collated the details of many community members who have expressed interest in being involved in Council planning and decision making. Regular updates are now being sent to this initial community engagement email register to raise awareness and encourage involvement.

### Being Recognised

Our engagement practice and results have been recognised within the industry including:

- being asked to present at a number of conferences on the topic of engagement practice including traditional methods and new online tools
- winning a number of awards for the Talk of the Town Community Summit including:
  - o IAP2 2010 winner - award for Robust Public Participation Process for the
  - o LGMA NSW 2010 Excellence awards: highly commended – Leadership in engaging communities
  - o PIA NSW 2010 winner – Media Award Public / Professional

### Online Discussion Forum - Your Say Warringah

We have continued to use this tool to support more traditional engagement approaches. In the last year we have hosted some 16 online forums along with a number of dedicated project information pages. These have included discussions on the following:

- Results from Talk of the Town
- Brookvale Park visioning
- Economic Development
- Narrabeen Lagoon Plan of Management
- Community Engagement Framework
- Dee Why Town Centre
- Narrabeen Lagoon Multi-Use Trail
- Manly Dam Plan of Management
- Friends of the Bush Code
- Dogs on Beaches
- Draft Budget 2011
- Collaroy Master Plan

The site has proved to be popular and to date the Your Say Warringah site has over 1,000 registered members. We have had over 16,300 individual visitors to the site, and they have made a total of 78,000 visits to the site. Over 240,000 pages have been viewed, 2,800 comments have been made and some 14,600 documents have been downloaded.

### Corporate Energy and Water Saving

Investment in energy efficiency measures at our facilities means that we used the same amount of energy in 2009 - 2010 as we did in 2005 - 2006 despite servicing a community that has grown by nearly 7,000 people in that time.

Since 2008 - 2009 our greenhouse gas emissions have declined by around 2% per year due to investment in renewable energy technology and energy efficiency measures, and the purchase of GreenPower for our largest sites. Our use of water has also declined by nearly 20% since 2004 - 2005, again due to investment in water efficiency technology and better water management of our facilities.

### Environmental Sustainability Strategy

The Environmental Sustainability Strategy is nearing completion and will set directions for Council and the community to 2020. The Strategy sets out nine aspirational targets and will provide a foundation for Council actions in relation to a sustainable Warringah over the decade.

The Plan demonstrates Council's commitment to taking-the-lead in sustainability initiatives; whether in terms of the way Council undertakes its business or prepares its plans and guidelines that apply to the wider Warringah community.