
END OF TERM REPORT 2010-2012 COUNCIL ACHIEVEMENTS

This End of Term Report outlines Council's progress in implementing our Strategic Community Plan (SCP). The SCP is developed with comprehensive community input and involvement; capturing the Warringah community's needs and aspirations for the future over a 10-year timeframe. It includes but also goes beyond what local government can deliver, and highlights other key partners and providers integral to each goal.

This report addresses our "quadruple bottom line" sustainability by assessing progress towards our social, environmental, economic and civic leadership goals.

BACKGROUND

New Statutory Requirements

Amendments that were made to the NSW Local Government Act 1993 (assented to on 1 October 2009) reformed the way councils in NSW prepare and report on strategic/corporate plans and budgets. The legislation places greater emphasis on longer term planning with key elements including a Community Strategic Plan setting out the strategic directions (minimum of 10 years), a Delivery Program outlining how council will deliver on these directions (4-year period) and an annual Operational Plan.

The legislation provided for a staged implementation with councils nominating to move to the new framework either in June 2010, 2011 or 2012. Warringah elected to implement the new framework in June 2010 and the Strategic Community Plan 2010 adopted on 22 June 2010 satisfied the key elements noted above.

The amendments also changed the requirements for reporting aligning it with the new planning and reporting framework. In particular a new section 428 (2) of the Local Government Act requires that:

The annual report in the year in which an ordinary election of councillors is to be held must also report as to the council's achievements in implementing the community strategic plan over the previous 4 years.

As the new framework was adopted part way through the Council term, the End of Term Report covers a two year period from 1 July 2010 to 30 June 2012 against the goals in the Strategic Community Plan 2010.

The Division of Local Government (DLG) in Circular 12-06 has indicated the report must:

- Show progress using the SCP's performance measures and assessment methods
- Focus on initiatives that Council has direct influence over
- Outline impediments where objectives are not met and how to overcome them in future
- Provide commentary about unintended outcomes from actions taken
- To submit the report at the final meeting of the outgoing Council.




Format

The report is framed around Warringah's 13 SCP goals, grouped into five broad areas reflecting our community's needs:

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

Each goal is outlined below in its own report card, along with the indicators, the level of Council's influence and our progress. Though most of the indicators are measurable annually or over the two-year period of this report, some can only be measured over 5 years with data sourced from the national Census or our own biodiversity studies – this affects reporting on Goals 1.1, 2.1, 3.3 and 4.1. Final data will not be available for two goals until 2013 (Housing affordability at Goal 2.1 and community water use at Goal 1.2). Two goals do not have a measurable quantitative indicator, so their progress is measured by our practical and strategic achievements instead (Goals 3.2 and 4.3).

The progress for each indicator is shown as one of:

-  Movement towards sustainability
-  Stable (no change)
-  Movement away from sustainability

Based on the DLG requirements for this report, there are no 'unintended outcomes' to report on, but where relevant any impediments are outlined. These report cards provide an overview of the achievements and future directions, but more detail is provided in each Annual Report (2010-2011 and 2011-2012) – see Section 3 of the Annual Reports for more on each goal, their indicators and trends, and Section 4 for major programs under each of Council's service areas.

CONSULTATION

The reporting of Council's achievements is largely based on the performance measures outlined in the SCP, including some results from annual community surveys. Other sources of community input include air quality complaints received by Council. As such, community feedback is a consideration in many of our goals:

Goal 1.1 Indicator: Environmental friendliness

Goal 1.2 Indicator: Air quality complaints received by Council

Goal 2.1 Indicators: Community connectedness and community safety

Goal 2.2 Indicator: Overall satisfaction with Council's performance

Goal 3.1 Indicators: Satisfaction with parks and recreation; and community pride

Goal 4.2 Indicator: Managing the impact of visitors

Goal 5.1 Indicator: Overall satisfaction with Council's performance

The results of staff surveys are also included in Goal 5.1 for staff satisfaction and wellbeing.

PROGRESS

Overall good progress has been made over the two years against almost all of our 13 goals. The community's overall satisfaction with Council has improved substantially from 57% to 79%. These results stem from Council's systematic and innovative approaches, effective partnerships and focused delivery on quality projects. All of our strategies and plans have been developed with community engagement, evidence, best practice and sound decision-making. Eleven of Council's projects have received industry recognition or awards for their high quality, six of which were awarded for our sustainability initiatives. Our financial health and asset management are also sound and set a standard in our region.

External factors can also significantly affect the achievement of the SCP's goals. In reading this report it is important to consider our level of influence in the goals and their indicators. Of the 13 goals, there are eight of which Council has a moderate or high level of influence over. Where we have a low influence, other partners or providers have a vital role in the achievement of outcomes - these are outlined at the bottom of each report card. The range of State vs local government responsibilities are detailed in Section 2 of each Annual Report. Other key partners include Federal government, business and the community.

Environmental and weather conditions can significantly effect some goals – such as water quality, health of bushland or coastal zone management (Goal 1.1), leaving Council with a low to moderate influence on some outcomes. With 2011 as the wettest year in northern Sydney since 1998, this delayed some of our capital projects (Goal 5.1) and increased road crashes against an otherwise falling trend (Goal 3.3).

Our community's demographic profile and broader economic conditions are also key drivers in some goals, such as Goals 2.1 (local community) and 4.1 (local economy). What we all do as community members also impacts on many of the goals, as our lifestyles affect the environment, our facilities and each other. It is encouraging that our community largely shows cohesion with the SCP goals, through being active and supportive of a healthy environment and connected community. Our volunteers, sporting groups and community groups have added immense value, and Council has supported them with \$775,000 of grants over the last 2 years.

In terms of our urban development there were some unanticipated delays resulting from the role and timing of the State government in urban planning. This affected our Local Environmental Plan (excluded lands) and Housing Strategy, and also the long-term planning of the region's infrastructure and transport (Goals 3.2 and 3.3). We continue to work with the State government to address these needs.

Notable impediments or issues that arose are detailed in each goal's report card, many of which Council is already addressing. Some will need increased efforts or investment from other levels of government and effective regional co-ordination. Changes in community understanding and practices will also be needed to improve aspects such as public transport use and other sustainable living practices.

PLANNING FOR THE FUTURE

Council in consultation with our community, is currently developing our next Community Strategic Plan (CSP) to formulate the 10-year vision and plans for Warringah. This End of Term Report will be considered in the preparation of our new CSP.

The long-term sustainability of local government in NSW is currently under review, and it is clear that changes are needed to the structure, governance and possibly the boundaries of some Councils. This will likely lead to changes in the Local Government Act, providing a range of models and structures by which councils may improve their financial sustainability whilst retaining good local governance.

In response to Warringah's discussion paper on Local Government Reform in 2011, our community was clear that it was open to change – whether by more creative solutions to shared services in our region, or by consolidating with our neighbours. Warringah is active in discussions on what may be the responsible solutions for our community in the long term. Our CSP will need to consider future strategies to meet our community's desire for stable, effective and efficient local government over the next 10 years.

Living Environment Goal	1.1 Protecting the natural environment so it is healthy and diverse		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Health of bushland	Moderate	↓ over 5 years	Compliance Services Corporate Support Natural Environment Parks Reserves & Foreshores Roads Traffic & Waste Strategic Planning Warringah Aquatic Centre Good Governance
Water quality	Low	↔	
Environmental friendliness plus awards	Moderate-High	↑	

Progress and Impediments

Some 48 ha of bushland has been cleared over the last 5 years, primarily on private land. Despite this, Council's notable achievements in the last two years include:

- Establishing planning controls to direct loss away from areas of higher conservation value.
- Bush regeneration of 700 ha, plus an additional 30 ha by Friends of the Bush volunteers.
- Threatened Species finds and recovery affecting 11 threatened species of plants and animals.
- On-ground achievements in managing fire regime, weeds and feral species.
- Increased protection of habitats through Wildlife Protection Areas, fencing and stabilising tracks and creek banks.

We have improved our capacity to manage our remnant vegetation in a strategic way, through the development of the draft Warringah Biodiversity Conservation Study 2011. It will help to prioritise bushland and other vegetation management based on their conservation value and threats. Long term regeneration will seek to maintain good areas and enhance the habitat value of those with moderate conservation value.

Water quality for swimming suitability is stable and good at the beaches and Manly Dam. Overall progress is good, resulting from a more holistic approach and effective partnerships with Sydney Water, NSW agencies and the community. Narrabeen Lagoon entrance (Birdwood Park) has poor swimming suitability in wet weather, and we continue to work with Pittwater Council, our communities and Sydney Water to address the issues. In future the ecological health of our lagoons will be monitored and reported on to assist their management.

The catchments and waterways are viewed and managed as systems with natural processes and impacts, and where possible new projects adopt water-sensitive urban design (WSUD). Key achievements include:

- Protection of Waterways and Riparian Land Policy adopted and being implemented.
- Lagoon and flood studies, research, remediation, Plans of Management and catchment projects.
- Completion of the three-year Narrabeen Lagoon: Creating a Sustainable Catchment project with Pittwater Council, including broadscale bush regeneration, creek stabilisation and education.
- Work on stormwater systems including maintenance of existing assets; renewal and upgrades of poor condition or undersized assets and construction of new stormwater infrastructure for flood reduction.
- Coastal Erosion Emergency Action Subplan adopted; Beach nourishment with 48,000 m³ of sand to Collaroy-Narrabeen (over 36,000 from the entrance clearance plus 11,800 from development sites).
- Sharing regulatory patrols of Long Reef Aquatic Reserve with National Parks and Wildlife Service and Fisheries; and supporting biodiversity monitoring and education conducted by volunteer groups.

Survey results continue to show improvement in the community's satisfaction with the environmental friendliness of our operations. We have also received industry recognition for our efforts in the last two years, with six Council projects receiving sustainability awards or commendations (see page 9). Our recently-adopted Environmental Sustainability Strategy will also help guide our future efforts.

Other stakeholders

- Pittwater and Manly Councils
- NSW Office of Environment and Heritage
- NSW agencies eg Catchment Management Authority, Sydney Water, Roads and Maritime, Fisheries.
- Community/ environment groups and volunteers are involved in practical environmental improvement, monitoring, advocacy and education – eg. Warringah's Friends of the Bush, Friends of Narrabeen Lagoon Catchment and other lagoon groups, Northern Beaches Roadkill Prevention Committee, Australian Seabird Rescue, WIRES, EcoDivers, Reefcare/Fishcare, Long Reef Wader Study Group.

Living Environment Goal	1.2 Living in harmony with our environment		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Community waste & recycling (aim to reduce)	Low	↑	Compliance Services Kimbriki
Air quality complaints (aim to reduce)	Low	↓	Natural Environment Parks Reserves & Foreshores
Community water use (aim to reduce)	Low	↑	Roads Traffic & Waste Strategic Planning
Community electricity use (aim to reduce)	Low	↑	Warringah Aquatic Centre Good Governance

Progress and Impediments

The total amount of waste to landfill has remained stable, though landfill per capita is gradually reducing. The recycling stream is increasing in volume and percentage and is now comprising 56% of the overall waste stream. Warringah's ban on landfilling e-waste has diverted 730 tonnes to recycling over the last two years.

Air quality complaints increased overall in the last two years, though they reduced in the last year – Council has a low influence on this, which is largely in response to increasing community knowledge and willingness to report breaches. Most air pollution incidents – dust and smoke – are usually restricted to within five properties of the source. Community consumption of water and energy has reduced while renewable energy is growing, now with 5.8 MW generation capacity of roof top photo-voltaics across Warringah.

Programs in the last 2 years which have built capacity for the community to live sustainably include:

- Education for Sustainability events with 1,500 residents involved and 2,000 trees planted
- Hilltop to Headland Environmental Series, educating nearly 7,000 people
- Completed the Narrabeen Lagoon Creating a Sustainable Catchment project with Pittwater Council, a holistic three-year project funded by a \$1.9 million grant from the NSW Environmental Trust.
- Established Warringah's first community garden, at Manly Vale
- Waste education of over 10,400 people at 130 events, including the Garage Trail Sale, Second Hand Saturday, Household Chemical Cleanup, Fridge Buy Back, Waste to Art and schools education.
- Waste recycling stations and chemical cleanouts
- E-Waste ban and campaign with SHOROC (won 2010 Excellence in the Environment Award)

Programs that have been directed at climate change adaptation include:

- Beach Erosion Monitoring and Forecasting Research Project
- Coastal Erosion Emergency Action Subplan adopted
- Flood studies of Manly and Narrabeen Lagoons
- Coastline and landslip hazard mapping

Warringah's new Environmental Sustainability Strategy was adopted in June 2012. It demonstrates our commitment in taking a lead role in sustainability, identifying six key outcome areas to transition Warringah to more sustainable living and working. It sets ambitious targets to cut carbon emissions by 40%, food waste by 80% and increase local food production and distribution by 50% by the year 2020.

Warringah has also been working effectively with our neighboring councils on:

- SHOROC Shaping our Sustainable Future: development of this regional sustainability action plan, addressing energy, waste, water, development, transport and climate change.
- A Regional Waste Collection Strategy: was adopted by Council and outlines a simplified collection system which will increase recycling and reduce waste to landfill.
- Kimbriki's Resource Recovery Project: planning a new recycling and waste processing facility for 2014-2015, to turn food and vegetation waste into compost which can then be re-sold.

Other stakeholders

- NSW and Federal government incentives or pricing contributed to water and energy-related achievements
- NSW Office of Environment and Heritage, Sydney Water and other agencies
- Coastal Environment Centre, Kimbriki EcoHouse and Garden, NGOs – promoting sustainable living.

Living Communities Goal	2.1 Promoting a supportive, caring community		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Community connectedness	Low -Moderate	↑	Childcare Services Community Services Corporate Support Cultural Services Glen St Theatre Information and Library Services Strategic Planning Warringah Aquatic Centre Good Governance
Community safety	Low	↑	
Unemployment rate	Low	↑	
Average weekly earnings	Low	Only a 5-year comparison possible	
Age diversity	Low		
Housing affordability	Low	Data unavailable until 2013	
Educational qualifications	Low	↑	

Progress and Impediments

This goal focuses on working together with government, organisations and the community to create a vibrant, empowered and healthy community that is resourceful and supportive. Results from our annual community survey are encouraging, showing a strong and increasing sense of community connectedness among residents. Warringah has low crime rates and the incidence of violent crimes has been falling over the last two years. Our survey also showed that our community's perception of safety has increased.

Our unemployment rates continue to be much lower than the Sydney and NSW averages. Over the last two years it has fallen from the high levels of the Global Financial Crisis in 2009, but has not yet returned to the previous very low rates. Average weekly earnings of Warringah households remain well above the average for Metropolitan Sydney, and this gap is widening.

Key council programs addressing this goal in the last two years include:

- Programs and facilities for Childcare and Vacation Care catering for over 10,000 bookings/year.
- Youth programs including a quarterly Youth Forum, bands and dances, regional film festival, workshops, seminars and a Youth exchange with Brewarrina Council.
- Support for seniors and carers with a program of over 50 activities.
- Produced 'Services, Activities and Housing Directory for Seniors' with Manly and Pittwater Councils.
- Commenced development of a Healthy Ageing Strategy.
- Facilities and improvements at our 23 community centres for community groups and activities.
- Accessibility improvements at our facilities, and planning the Collaroy Accessibility Precinct.
- Community and Cultural Development Grants totalling \$200,000.
- Hosting of events which bring the community together to celebrate, including Citizenship ceremonies, Australia Day, Music in March, Warringah Art and Guringai Festivals, Food and Wine Festival, Brookvale Show, Christmas and New Years Eve.
- Glen St Theatre program and library resources.
- Our first Community Garden at Manly Vale and a Policy to encourage more.
- Ensuring public health and safety at our beaches, food premises, hair dressers and piercers/ tattooists, air conditioning cooling towers, pools and fire safety in unit buildings.

Housing affordability is an increasing issue for low to moderate income earners in Warringah and Sydney-wide. Though 2011 Census figures are not yet available, the 2006 Census showed that 64% of renters in Warringah were in housing stress, compared to 56% across Sydney. To increase the housing supply and relieve housing stress we need all levels of government coming together with the private sector. Census data also shows that Warringah has a higher educated population than the average across Sydney, as the percentage of adult residents with a bachelor or higher degree having doubled in the last 10 years from 13% to 26%.

Other stakeholders

- Manly and Pittwater Councils
- Department of Planning and Infrastructure
- Department of Family and Community Services
- Police Local Area Command
- Department of Attorney General and Justice and other government agencies
- Not for profit organisations and religious, cultural and other community groups.

Living Communities Goal	2.2 A transparent, open and trusting relationship between Council and the Community		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Overall satisfaction with Council's performance	High	↑	Community Services Corporate Support Information and Library Services Good Governance

Progress and Impediments

The proportion of residents satisfied with Council's overall performance increased substantially from 57% in 2010 to 79% in 2012. This is a significant increase on previous years and is also reflected in increased satisfaction across a wide range of Council services, staff and Councillors.

The Office of the Internal Ombudsman was established in 2003 to improve Warringah Council's accountability, and a review in 2009-2010 resulted in the Office being maintained. It helps to ensure Council acts in the public interest and carries out all its business in an ethical and accountable manner. This is done by both addressing requests for advice and by proactively educating Council in relation to ethical standards and the Code of Conduct. An annual report is prepared by the Internal Ombudsman.

This goal also included increasing the information and policies available to our community, as well as effective community engagement and representation. Our policies are available online and the policy program has seen a range of policies reviewed and new policies established in consultation with the community over the last two years.

We reviewed and updated our Community Engagement Framework in 2011. Effective community engagement is an essential element in developing our plans, policies and projects. Comprehensive training has been rolled out over the last two years, and is continuing, to develop the skills of our staff in this area. We have also improved the information available to the community through our website, Your Say Warringah, Warringah Matters, local press and social media. A register of interested community members has been established to allow direct updates on Council engagement opportunities. Our annual community surveys also highlighted our community's values, satisfaction and needs in relation to our range of services.

A single service counter has been established at the Civic Centre, and all customer service staff have been trained. The physical works to create a single counter will occur in 2012-2013. In 2011-2012, 95% of customer enquiries were resolved on first contact, without referral to another officer in Council. Our response to calls was also good with our customer service team answering 93% of all calls, with a low drop-out rate of 7%.

We have also had a good response from our new online service - Request A Service - launched in 2011. This gives the community greater access to Council 24-hours-a-day seven days a week to report matters such as missed a garbage service, barking dog or various other matters. This is estimated to have saved 423 hours in the first year or \$19,000 per annum.

Council has been advocating our community's interest and needs at a regional level with and through SHOROC. In addition to contributing to the development of our regional action plan "Shaping our Future", we have also been advocating our interests to the State government, including submissions on various plans and discussion papers such as Destination 2036 local government reforms, Planning Review, etc

Other stakeholders

- Department of Family and Community Services
- Police Local Area Command
- Department of Attorney General and Justice
- Other NSW government agencies and departments
- Not for profit organisations
- Community groups.

Living Spaces Goal	3.1 Safe and well maintained public spaces that reflect community needs		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Satisfaction with parks and recreation	High	↑	Community Services Corporate Support Glen St Theatre Information and Library Services Natural Environment Parks Reserves & Foreshores Roads Traffic & Waste Warringah Aquatic Centre Good Governance
Community pride	Low -Moderate	↑	
Graffiti vandalism	Low -Moderate	↑	

Progress and Impediments

Council provides and manages attractive outdoor spaces in many reserves and over 200 parks, 54 sportsgrounds, nine beaches, five rock pools, Warringah Aquatic Centre, 158 playgrounds, tracks and trails plus 270km of footpaths and 27 local shopping centres. We have engaged the community on Masterplans for Collaroy and North Narrabeen Beach, St Matthews Farm Reserve and the Aquatic Centre. We opened a new park at Brookvale and our first Community Garden in Manly Vale.

Works have been undertaken to improve many sportsfield surfaces and floodlighting, though some delays were experienced due to prolonged wet weather. Wet weather updates on field condition via the website and Twitter have been well received by the many sporting groups using our fields. Cromer Field No. 1 now has a state-of-the-art synthetic field installed, greatly enhancing its durability, play hours and water efficiency. We have also provided \$575,000 in capital grants to 14 local sporting clubs to improve sporting infrastructure.

There has been significant improvement in the last two years in satisfaction with parks and recreation. Our Recreation Strategy 2009, along with a four-year action plan, has been an important framework for this progress. Our access and mobility, including to natural and recreational areas, has been shaped by community input into our Bike Plan, Pedestrian Access and Mobility Plan, and Multi-use Trails Strategy. Widespread works have improved access for walking, cycling, horse riding (in Terrey Hills/Duffys Forest) and the disabled, with our footpath network extended to over 270km and our cycleways to over 35km.

Shared trails are being extended to provide a route around Narrabeen Lagoon starting with the multi-use trail, linking to new cycleway and paths along South Creek and Dee Why Creek, through to Dee Why beach. There have also been improvements to Jamieson Park, paths at Curl Curl Lagoon and Long Reef Headland through to Fisherman's beach. Manly Dam trails have been improved, including a new boardwalk and an 8km Aboriginal self-guided walk with interpretive signage and accompanying map. Research into mountain biking is also assisting to plan appropriate opportunities for this growing sport in Warringah.

Our annual community survey shows a steady increase in residents' level of community pride in the area, as we manage our public spaces in line with Asset Management Plans and other Plans of Management. Improvements have been made to community centres, parks, playgrounds, sportsfields, surf clubs, amenities, Warringah Aquatic Centre, Brookvale Oval and Curl Curl rock pool.

Warringah's rapid removal graffiti management program is making a difference with nearly a 20% reduction in the area covered by graffiti. The majority of graffiti removal jobs are for simple tags.

Other stakeholders

- Roads and Maritime Services
- Department of Planning and Infrastructure
- National Parks and Wildlife Service
- Other NSW government agencies and departments
- Interest groups – cyclists, horse riders, mountain biking clubs, environment groups, sporting groups.

Living Spaces Goal	3.2 Socially and environmentally responsible urban development		
Indicator	Influence level	Progress toward goal	Service Areas contributing
No indicator – goal is subjective and changes occur over a long period of time.	Moderate-High	Progress is based on strategic programs achieved	Compliance Services Corporate Support Development Assessment Natural Environment Parks Reserves & Foreshores Strategic Planning Good Governance

Progress and Impediments

Council's planning and development strategies and its policies are designed to guide development in Warringah towards greater social and environmental sustainability. Council's ongoing work over the last two years included development assessment (around 5,000 DAs determined), certification of building and construction certificates (over 500), inspections and investigations of unauthorised development (over 1,000), and hundreds of buildings added to the fire safety register.

Council's planning instruments include the new Warringah Local Environmental Plan 2011 (LEP) and Development Control Plan 2011 and Section 94A Plan. A notable impediment to this goal was that the State government excluded Oxford Falls Valley and Belrose North (excluded lands) from the new LEP 2011, which leaves Warringah with two operating LEPs at present. Council is working with the Department of Planning and Infrastructure to decide the future of these environmentally sensitive lands, and ensure a consistent planning instrument applies across Warringah to assist in streamlining the planning system.

Work on a new Housing Strategy has ceased until the new State government confirms Warringah's dwelling target and provides a commitment to funding additional infrastructure to support the new development. The State government is expected to release a new Metropolitan Strategy in 2013, including new dwelling targets for our region.

A review of the Master Plan for Dee Why Town Centre is underway. It encompasses an area from Dee Why RSL in the north to Stony Range Reserve in the south. Several design options are under development for discussion with the community in late 2012.

Other initiatives have included:

- Heritage Plan
- Commenced the review of the Warringah Public Spaces Design Guidelines
- Compliance enforcement with building approvals and sediment and erosion control
- Commenced the Dee Why Urban Form Study and Dee Why Masterplan review, including water sensitive urban design.
- Masterplanning for North Narrabeen coastline, Collaroy Accessibility Precinct and surf club upgrade
- Design and works such as stormwater, cycleways, street tree planting
- Research into Cities as Water Supply Catchments
- Coastal Erosion Emergency Action Subplan adopted
- Flood studies of Manly and Narrabeen Lagoons completed
- Protection of Waterways and Riparian Land Policy completed

Other stakeholders

- Department of Planning and Infrastructure
- Roads and Maritime Services
- Other NSW government agencies and departments
- Community groups

Living Spaces Goal	3.3 Safe, convenient and accessible transport options		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Mode of transport – walk & cycle	Moderate	↑ over 5 years	Corporate Support Natural Environment
Mode of transport - car use	Low	↑ over 5 years	Parks Reserves & Foreshores Roads Traffic & Waste
Road safety	Low	↓	Strategic Planning Good Governance

Progress and Impediments

Census figures show that since 2001 there has been an increase in the proportion of residents using public transport, predominantly buses. Data from the Bureau of Transport Statistics shows a marked increase in active transport such as walking and cycling. There is still however a high reliance on private motor vehicles at about 75% in 2011, though it did drop 2% due to an apparent increase in car pooling (as passenger trips increased from 25% in 2007 to 28% in 2011). Council continues its efforts to see public transport use increase, by working with Sydney Buses and private buses to improve our bus stations and planning of services to better meet the needs of our community.

Substantial work has been undertaken to create efficient movement networks. See details in Goal 3.1 above for improvements to trails and connections that have enhanced walking, cycling, horse riding and disabled access. Our improvements to footpaths, accessible ramps, refuge islands, cycleways and bike rack locations were guided by our Bike Plan and Pedestrian Access and Mobility Plan (PAMP). This included 7.1 km of new footpaths, 4.5 km of repaired or renewed footpaths and over 13 km of new Cycleways in the last 2 years. These initiatives are coordinated and aligned to enhance access to natural and green spaces including Narrabeen Lagoon through to Dee Why. The Strand Dee Why streetscape was upgraded for pedestrian and dining use, linking with the beach, playground and lagoon areas.

Integrated land use and transport planning has been supported through our work on:

- Warringah Local Environmental Plan 2011 and Development Control Plan 2011
- Masterplan review for Dee Why Town Centre
- Brookvale/Dee Why Major Centre Transport and Accessibility Study
- Environmental Sustainability Strategy adopted
- Collaboration to develop SHOROC plans – Shaping our Future, and Shaping Our Sustainable Future
- Through SHOROC we have been successful in getting agreement from the State Government for a feasibility study on a Rapid Bus Transit System for the northern beaches.

In terms of road safety, the number of road accidents increased in the last year, reversing an otherwise falling trend. NSW Police advise that this may reflect increased reporting of minor accidents for insurance purposes, and more crashes during 2011 resulting from the wettest year in northern Sydney since 1998. The total number of people killed on Warringah roads has remained in single figures. Council runs a comprehensive road safety education program in response to crash data.

The State Government's Transport Master Plan is in preparation, and will detail how they will tackle transport priorities in NSW, with a final plan due for release in 2012-2013. The four SHOROC councils have agreed that this region's construction priorities are a bus rapid transit system and targeted road upgrades for our major arteries. Council will continue to urge the government to commit funds for immediate construction of this critical infrastructure in the new Masterplan.

Other stakeholders

- Department of Planning and Infrastructure
- Roads and Maritime Services
- Police Local Area Command
- Sydney Buses and Private bus companies
- Community buses and community groups.

Living Spaces Goal	3.4 Well maintained public infrastructure that supports sustainable living		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Asset renewal ratio	High	↑	Community Services; Corporate Support; Compliance Services; Natural Environment; Parks Reserves & Foreshores; Roads Traffic & Waste; Strategic Planning; Warringah Aquatic Centre; Good Governance

Progress and Impediments

Financial sustainability now and in the future is a top priority and also applies to the management of our assets. We have fully funded the renewal of our assets since 2009-2010 and are catching up on the backlog of renewal works. This will ensure the service levels of our assets can be maintained for current and future users.

Some of our relevant initiatives are covered under Goal 3.1 above. Others included:

- Works on our roads, kerbs, paths, retaining walls, car parks and stormwater system.
- Repairs and renewals to buildings and to light and heavy plant
- Warringah Aquatic Centre: Roof repairs, Masterplan and water, waste and energy efficiency measures
- Upgrades to various amenities, surf clubs, community centres, childcare centres and Brookvale Oval, including works undertaken to meet the requirements of the Building Code of Australia.
- Narrabeen Lagoon multi-use trail and work for other trails, shared paths and cycleways
- New Community Garden, policy and guideline
- New Green Street Park in Brookvale, including bike racks, playground and water refill stations
- Twelve additional recycling stations installed in parks and reserves.
- Masterplans for North Narrabeen coastline, Collaroy Accessibility Precinct and St Matthews Farm.

Our current Asset Management Plans were developed in 2010, and a draft policy was placed on exhibition in June 2012. Council is preparing an Asset Management Strategy and new Asset Management Plans, to ensure we sustainably manage our assets and build upon the practices currently in place.

Other stakeholders

- Roads and Maritime Services
- Department of Planning and Infrastructure and other NSW agencies
- Community groups.

Living Enterprises Goal	4.1 Sustaining a strong local economy that provides employment and training opportunities		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Gross Regional Product	Low	↑	Strategic Planning Good Governance
Employment containment	Low	↔ over 5 years	
Local industry mix	Moderate	↑ over 5 years	

Progress and Impediments

Since the Global Financial Crisis our local Gross Regional Product, and the economy in general, has picked up, though figures are not yet available for the last year. Our census data for 2011 showed that employment containment in Warringah is higher than the metropolitan average, with 38.5% of residents working in Warringah. Also 48.0% of residents remain in the region for their employment ie. the local government areas of Pittwater, Warringah, Manly and Mosman.

Our local industry mix changed during 2006-2011 with the jobs market growing by nearly 5,000 jobs. This was focused in health care; social assistance; professional, scientific and technical services; education and training, and reflects a more qualified workforce with more people now holding degrees and diplomas.

Over the last two years we have been working with Pittwater Council on economic development in our region. Our first Economic Development Plan was adopted in October 2011 to support and promote sustainable development for existing and new business, and generate jobs growth.

Through the plan we will implement a range of partnered and collaborative action-based business initiatives, over a four-year timetable at a local and regional scale. The plan commits us to reducing obstacles and progressing actions that maximise opportunities for business. It supports the growth of business hubs and clusters while attracting green, clean and innovative businesses.

Additional programs that addressed this goal include:

- Warringah Employment Lands Study
- Commenced the Dee Why Town Centre Masterplan review
- Ongoing green jobs provided through our bush regeneration program
- Environmental Sustainability Strategy

Other stakeholders

- Local and regional initiatives have involved other partners –see Goal 4.3 for more detail, eg. Chambers of Commerce and local business associations
- SHOROC – eg. Collaboration with other local councils to develop our regional action plan “Shaping Our Future” addressing jobs, transport, housing and health.
- Department of Planning and Infrastructure
- Other NSW State and Federal Government agencies eg. Regional Development Australia.

Living Enterprises Goal	4.2 Balancing the economic benefits of visitors and the impact on local resources and the community		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Managing the impact of visitors	Low -Moderate	↑	Compliance Services Corporate Support Cultural Services Parks Reserves and Foreshores

Progress and Impediments

Our annual community survey shows that residents' satisfaction with management of the impact of visitors has improved in 2012 towards a more desirable level. Our Warringah Economic Development Plan (at Goal 4.1) also addresses this goal with a medium-term action plan to manage the impact of visitors whilst supporting economic development.

Warringah is an attractive destination for sports and recreation, and we continue to manage this visitation to minimise impacts on our resources and community. We provide the bulk of sporting fields in our region and attract players from well beyond our region - this has shaped our policy on fees for sporting field use, enabling us to better manage our facilities. A number of sporting fields have been upgraded or improved for their durability, water efficiency or sustainability.

We also manage the reserve around Manly Dam by closing the mountain biking tracks in wet weather and provide rapid notification on our website and Twitter. We have improved or extended many tracks, trails and cycleways to improve their durability and sustainability as well as reducing conflicts from multi-user routes. We have also undertaken research into mountain biking with a view to future provision of suitable opportunities in Warringah without impacting on our environment and our community.

Council effectively regulates parking, beaches and business areas to ensure they are appealing and welcoming. This is through providing notices and enforcing parking and parks and beach reserve regulations.

Other relevant initiatives include:

- Streetscape and beachfront improvements at Dee Why beach and the Strand.
- Collaroy Accessibility Tourism Precinct – Masterplanning and upgrades to surf club, swim club, amenities and accessibility requirements and the reserve.
- Masterplanning of other locations such as North Narrabeen Beach, Birdwood Park, St Matthews Farm Reserve and Warringah Aquatic Centre.

Other stakeholders

- Chambers of Commerce and local business associations
- Department of Planning and Infrastructure and other NSW agencies

Living Enterprises Goal	4.3 Well managed business infrastructure to support a thriving local economy		
Indicator	Influence level	Progress toward goal	Service Areas contributing
No indicator	Low	Progress is based on strategic programs achieved	Certification Services Development Assessment Strategic Planning Parks Reserves and Foreshores Roads Traffic & Waste

Progress and Impediments

The Warringah Economic Development Plan was released in 2011 and is outlined in Goal 4.1 above. It supports and promotes economic development, and business infrastructure such as the National Broadband Network. The Plan's associated programs offer on-going support, networking and opportunities for businesses locally and in the region, including:

- Nearly 400 businesses attended the Small Business September seminar series in the last two years. The series involved seminars on 'Trades Business', 'Major Legal Risks in Growing a Small Business and How to Avoid Them', and on leveraging government assistance. Ari Galper, international sales speaker and trainer, also hosted a workshop on 'Creating a Sales Success Mindset Based on Trust'.
- The successful Women in Business Mentoring Program, with some 52 business owners over two years graduating from the program. It provides participants with specialist advice from financial, sales, marketing and social media experts. Individual mentors also provided a strong sounding board and real life experiences. We are the only council in the Sydney metropolitan area to have this program.

Other events included:

- Hardware and General Trades EXPO for the trade's business sector, a significant employer.
- MicroBiz Week – free sessions for 125 attendees on social media, marketing and public relations.
- NSW Manufacturing Week - seminars with NSW government on best-practice and global markets.
- Northern Beaches Business Expo 2011.
- Northern Beaches Local Business Awards 2011 and 2012.

In terms of facilities which support business, Council provides, maintains and cleans a range of facilities which accommodate small business opportunities. These local businesses run casual classes, sports or performances at Glen St Theatre, 23 community centres, surf clubs, Brookvale Oval, Manly Dam and other hire space. Other provision includes outdoor dining space at restaurants and cafes; and filming opportunities in outdoor venues.

Other initiatives contributing to this goal include:

- Completion of streetscape improvements at Freshwater Village, the Strand Dee Why and planning for the Accessibility Precinct at Collaroy.
- Warringah LEP 2011 and DCP 2011 – see Goal 3.2 for more information
- Commencement of the Dee Why Urban Form Study for the commercial and residential centre

Other stakeholders

- Chambers of Commerce and local business associations
- NSW Trade and Investment
- Department of Planning and Infrastructure and other agencies.
- Federal government - rolling out the National Broadband Network.

Living Organisation Goal	5.1 An effective and efficient organization		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Overall satisfaction	Moderate-High	↑	Corporate Support Good Governance
Staff satisfaction and well being	High	data unavailable until December 2012	
Staff training	High	↑	
Workplace Health and Safety	High	↑	
Financial health check compliance	High	↑	
Overall budget performance	High	↔	
Scheduled capital works completed	High	↓	
Scheduled operational projects completed	High	↔	

Progress and Impediments

Satisfaction with Council's overall performance has been increasing from a low of 57% in 2010 to 79% in 2012. Community satisfaction with staff, Councillors and a wide range of Council services has also increased. The adoption of the Business Excellence Framework has allowed us to make improvements to our services in a systematic and sustainable way. Improvements to the Development Assessment Service has seen Warringah gaining recognition as one of the five most-improved councils in NSW, with the second-fastest average DA determination time in Sydney, and amongst the highest-rating for the volume of DAs per staff member.

We regularly survey our staff to understand their needs and ensure we maintain a performance-based culture focused on service delivery. Staff training has and will continue to focus on key learning areas of leadership, customer service skills, contract management, project management and an education program in regard to bullying and harassment. Workplace health and safety remains a focus and our performance in relation to the time-lost rate, owing to injuries or disease, has compared favourably to other self-insured Councils.

Our overall budget performance is sound and the Long Term Financial Plan provides for an operational surplus out over 10 years. We will need to increase revenues to maintain this surplus position in future, though our efforts at obtaining efficiencies in our operations has allowed us to delay the need for additional revenue by several years to 2015-2016.

We aim to deliver 85% of projects on schedule. The delivery of operational projects has been at or above this benchmark. The capital works program has experienced some delays, though 75-80% of the expected program has been delivered on schedule. Delays have been related to weather and other external factors outside Council's control. A program is in place for ongoing improvement to project management across the business.

Other stakeholders

- Local Government and Shires Association
- Department of Premier and Cabinet, Local Government Division
- SHOROC
- Other professional associations (LGMA etc).

Living Organisation Goal	5.2 An innovative and progressive organization		
Indicator	Influence level	Progress toward goal	Service Areas contributing
Corporate water use (aim to reduce)	High	↑	Corporate Support Cultural Services Development Assessment Natural Environment Roads Traffic & Waste Good Governance
Corporate energy use (aim to reduce)	High	↓	
Renewable energy use (aim to increase)	High	↑	
Asset renewal ratio	High	↑	
Service reviews	High	↔	

Progress and Impediments

Council's Water and Energy Savings Action Plan has driven much efficiency across our operations. This Plan, coupled with Council's ongoing strategic approach to environmental management, led to the development and recent adoption of Warringah's Environmental Sustainability Strategy which takes a lead role in sustainability and sets ambitious targets. We also adopted a new Sustainable Events Policy to direct our events and festivals with a low impact on resources, neighbours and the environment. Warringah received six awards or recognition for our sustainability initiatives in the last two years, including our Soy Diesel initiative for Council's diesel fleet, reducing greenhouse gas emissions by 64 tonnes/year. The full list of recognition can be found on page 9.

Water consumption fell over the last two years largely due to action on repairing leaks in several sites and continuing water efficiency measures at our facilities, including the award-winning Warringah Aquatic Centre. Other gains include upgrading playing fields to improve their sustainability, water efficiency, landscaping or lighting – eg. Cromer Field No. 1, Nolans Reserve at North Manly and Weldon Oval at Curl Curl.

The percentage of GreenPower purchased by Council has been steadily growing, now at 9% of all energy use. In addition, Council generates its own solar power from over 50 kW of photovoltaic panels at Brookvale Oval and Children's Centre, several community centres, Forestville Library and South Curl Curl surf club. It is also standard practice to install solar hot water systems for any upgrades or new buildings. We ideally aim to reduce our energy use - in the last two years our total energy use has increased by 0.7%, though the per capita rate has decreased by 1.2%. The increases are primarily from the Dee Why library, Warringah Aquatic Centre and Cromer Depot. Our Water and Energy Savings Action Plan will be reviewed to address further efficiency gains that can be made throughout all our operations.

Financial sustainability now and in the future is a top priority and also applies to the management of our assets. We have fully funded the renewal of our assets since 2009-2010 and are catching up on the backlog of renewal works. This will ensure the service levels of our assets can be maintained for current and future users. Substantial progress is being made by developing the Asset Management Policy and Strategy and by updating associated Asset Management Plans.

Using the Australian Business Excellence Framework we have been reviewing our services to ensure we continue to meet the needs of our customers. Reviews over the last two years have included: Community and Cultural Services, Property and Commercial Development, Finance Services, Building Certification and Fire Safety, Development Engineering, Warringah Projects and Sullage Service. This resulted in either minor or major changes to each of the services concerned.

Other stakeholders

- Ausgrid: Over half Council's energy bill results from 9,000 street lights, over which we have no control. Council is an active member of the Street Light Improvement Program with 50 other councils, to encourage Ausgrid to greater use of more efficient and more durable technologies - such as LEDs, light emitting plasma and adaptive lighting controls. Trials of LEDs at North Ryde have had encouraging results.
- Sydney Water
- SHOROC
- Department of Premier and Cabinet, Local Government Division
- Local Government and Shires Association and other professional associations (LGMA etc).