

OVERVIEW

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About Us

WHO WE ARE

We are Warringah Council. We represent 149,000 residents and are guardians of our natural environment. We are a values-based organisation that is always striving to improve.

OUR HISTORY

Originally home to the Guringai people, Warringah is thought to mean 'middle harbour'. Warringah Council was established in 1906.

OUR HOME

We are home to 6,000 hectares of wilderness and open space as well as 14 kilometres of glorious beaches. We enjoy twice as much open space as the average Sydneysider to keep our lives balanced. Warringah has a vitality that makes it special - in work and in play.

WHAT WE DO

We are responsible for delivering 16 key services to our community:

- Certification Services
- Children's Services
- Community Services
- Compliance Services
- Cultural Events
- Development Assessment Services
- Glen Street Theatre
- Information and Library Services
- Kimbriki Environmental Enterprises Pty Ltd
- Natural Environment Services
- Parks, Reserves and Foreshores
- Roads, Traffic and Waste
- Strategic Planning
- Aquatic Centre
- Corporate Support Services
- Good Governance



Our Purpose

COMMUNITY VISION

A vibrant community improving our quality of life by living and working in balance with our special bush and beach environment.

OUR CORPORATE VISION

- Leading our community
- Protecting our environment
- Creating our future

OUR CORPORATE MISSION

A better and exciting Warringah through innovative leadership, partnerships and outstanding service.

OUR CORPORATE VALUES

- Respect
- Integrity
- Teamwork
- Excellence
- Responsibility

STRATEGIC COMMUNITY OUTCOMES

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

TOTAL EXPENDITURE

2011 - 2012
\$163.3m

\$173.03m

TOTAL CAPITAL SPEND

2011 - 2012
\$28.9m

\$36.467m

NET OPERATING RESULT*

**before capital grants and contributions.*

2011 - 2012
\$4.578m

\$10.853m

% ACTIONS COMPLETE*

**includes actions listed in Strategic Community Plan 2012 that were either completed or on schedule for completion at 30 June 2013.*

2011 - 2012
82%

85%

No. OF ACTIONS COMPLETE*

**includes actions listed in Strategic Community Plan 2012 that were either completed or on schedule for completion at 30 June 2013.*

2011 - 2012
156

151

CAPITAL vs. OPERATIONAL



WHAT IS AN ANNUAL REPORT?

Far from being a mere legislative requirement the Annual Report is an opportunity for us to communicate our story, a snapshot of how we have performed over the 2012-2013 financial year. It's a medium that allows us to report back to our community how we performed against what we said we'd do.

In this way, the Annual Report is the chief reference document for our community, stakeholders, councillors and employees – it's not just a statutory obligation. At Warringah we leverage the Annual Report to help build greater community capacity, informing our community through increased transparency, accountability and disclosure. We believe having knowledge of what Council has done and what it plans to do helps empower our community with the decision making process and helps encourage participatory democracy.

Internationally, better practice standards have evolved. Private and public organisations exhibiting better practice are using more transparent, accountable and meaningful approaches to build a more comprehensive picture of their annual performance – both financial and non-financial.

WHAT IS A STRATEGIC COMMUNITY PLAN?

While the purpose of the Annual Report is to tell the story in retrospect, the Strategic Community Plan (SCP) is responsible for planning ahead. The SCP is our primary forward planning document and aligns our community's vision with a clear strategic direction for Warringah's long-term future. So what's in it?

- a 10 year strategic direction for Warringah, a resourcing strategy (including asset management planning, workforce plan and 10 year financial plan)
- detailed four-year delivery programs for each service including budgets

The SCP brings our strategic and tactical planning documents together. Significant social, cultural, economic, environmental and political factors – including regional, state and federal plans and policies – are also considered. This helps position our planning within a much broader context, considers current and emerging community needs and identifies key

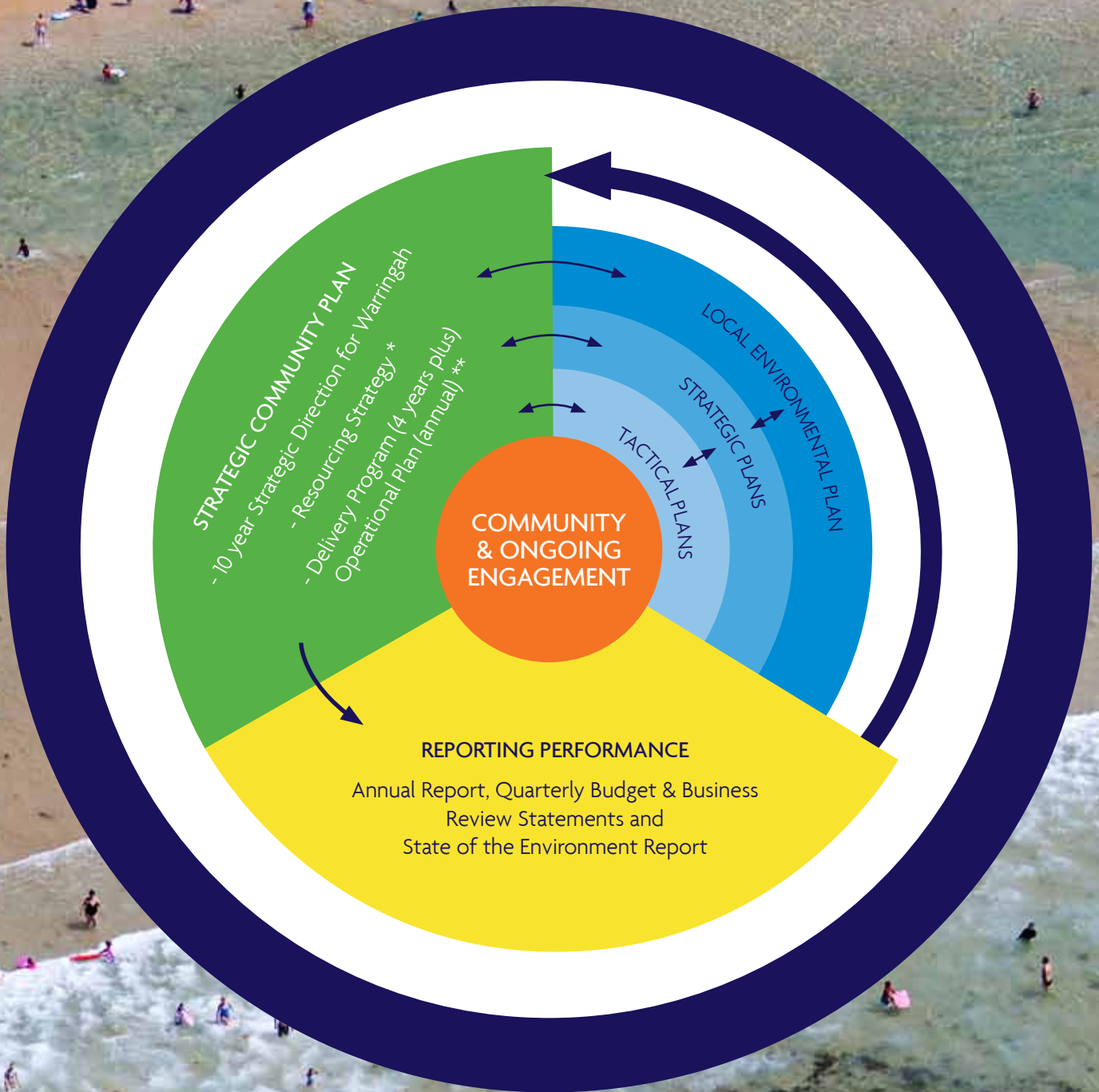
stakeholders and interdependencies, which may affect delivery of appropriate services to our community over time.

Importantly, the SCP negotiates a range of internal and external factors unique to local government. This helps us plan for the long term by prioritising and determining actions and funding for each of our key services. The SCP acts as a central repository, helping to ensure various planning documents complement and speak directly to each other in more integrated, meaningful and streamlined ways to become more holistic, manageable and effective.

Put simply, the SCP outlines what we plan to do, while the Annual Report discusses our progress against this at the end of each financial year.

COMMUNITY STRATEGIC PLAN 2023

This is the final year we shall be reporting against the current SCP framework. From next year the Annual Report will address the outcomes and objectives in the new Community Strategic Plan (CSP) 2023. The development of the Plan has taken more than twelve months and involved a range of consultation with the Warringah community to capture the aspirations for the future. While Council facilitated the development of the Community Strategic Plan, the new vision, outcomes and objectives again belong to the whole Warringah community.



* Financial planning, workforce planning, asset management planning, risk management.

**Outlines how each of our 16 services will contribute towards achieving our strategic community outcomes, goals and strategies. Includes key activities and programs, key initiatives, budget, capital works and key performance measures.

Strategic Plans, e.g. Environmental Sustainability Strategy, Recreation Strategy, Social Plan, Bike Plan, Cultural Plan and other key strategies.

Tactical Plans, e.g. Asset Management Plans, Capital Works Program, Plans of Management, Estuary and Flood Plain Management Plans and other key tactical plans.



MAYOR'S MESSAGE

I was very humbled to have been re-elected your Mayor for this four-year-term and what an exciting start it has been. We have a great new team of Councillors to serve our community. They come with both experience and fresh perspectives and have been working together extremely well to deliver for the community.

The community's aspirations for the future of Warringah are set out in the Community Strategic Plan and Council's program of works. This includes the ambitious Dee Why Town Centre Masterplan. Some key elements of the planned transformation include streetscaping, new open spaces, extra car parking, new bike paths and laneways, a new Police Citizens Youth Club, and a central community hub with a landmark civic plaza. Council will begin its work on the public areas this financial year.

Council has also adopted the proposed Masterplan for a cultural hub at Glen Street Theatre. The innovative plan will see the Belrose library move to the Glen Street site with Council using proceeds of the land sale to fund the redevelopment. Work also continues on the next stage of the Collaroy Accessibility Precinct. When completed it will be a fabulous asset to the community and to visitors of all abilities.

We are also close to completing the Narrabeen Lagoon Multi-use Trail. Works on the bridges and final section of trail will start mid 2013 and users will be able to make a full circuit of the Lagoon once the completed trail opens in 2014.

We will continue to present budget surpluses to ensure new initiatives and projects can be delivered such as the installation of outdoor exercise equipment at Frenchs Forest showground and two new WiFi hotspots at the Forestville Shops and Narrabeen Village. These match the six WiFi hotspots already available at Dee Why Beach, Freshwater Village and the four Warringah libraries. In addition, \$10,000 will go towards public art in Warringah, and \$50,000 is earmarked for the construction of new footpaths at Forestville, Freshwater and Narrabeen.

Your Council has kicked some serious goals in the area of sporting infrastructure over the past 12 months. The Curl Curl Sports Centre upgrade was completed, providing vastly improved amenities and Warringah's first new sportsfield in more than 20 years opened at Cromer Park. In addition to the new No. 5 field, our \$4m investment included the refurbishment of three other fields, a new cricket pitch, a new car park, a new bike path and an innovative water harvesting system which will save millions of litres of water per year. Work will also soon begin on another new field at St Matthews Farm in Cromer which will include new amenities.

In May, we reopened the upgraded playground at Undula Reserve in Belrose. The playground is a great example of Council working in partnership with local residents and the State Government to bring about a positive result.

Another top priority for Council is to continue the care and custodianship of our natural environment. In addition to planting over 1,000 trees each year, we made a commitment to plant a further 400 new trees in Warringah with over 300 along the creek between Fisher Road North and South Creek Road already planted. We will continue to provide support for volunteer groups and provide direct investment to areas such as Manly Dam, Stony Range and various bush regeneration projects across Warringah.

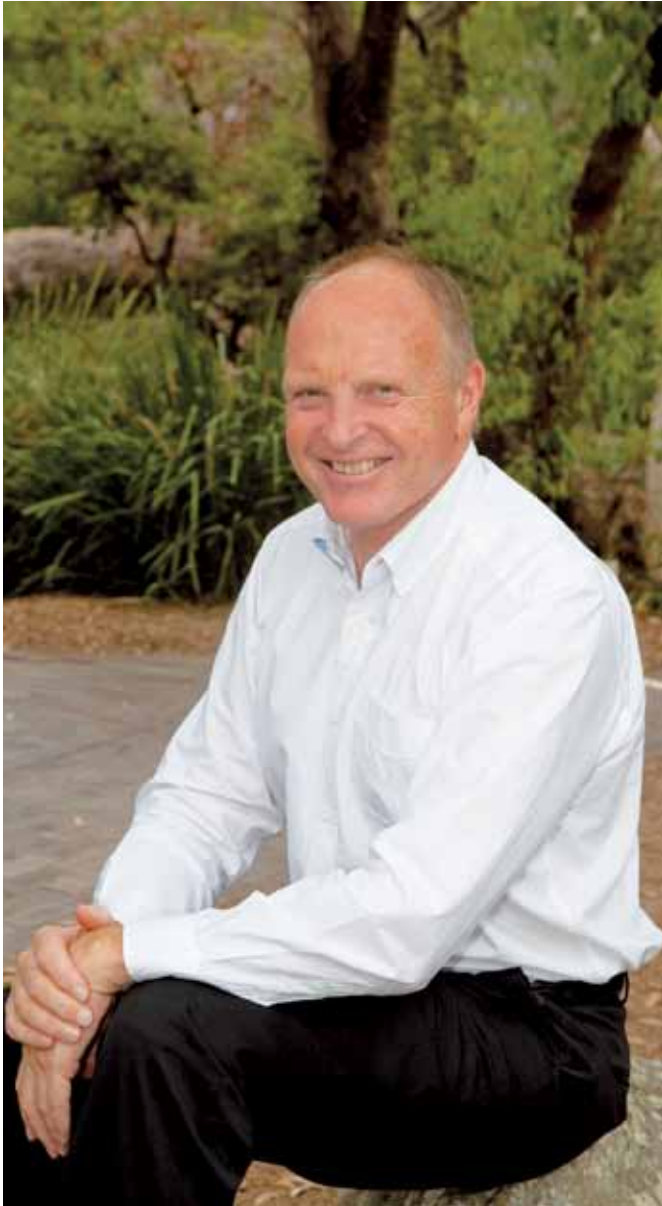
There is a new focus on enhancing and promoting cultural life in Warringah. We are working on developing an integrated Cultural Plan and have launched pop up cafes and established an 'Artist in Residency' program. We will continue to provide major arts events, community grants and prizes, and establish creative space for artists. We believe our rich cultural diversity and natural surroundings should be celebrated, just take a look at the mural at the bus stop on Pittwater Road in Dee Why which we proudly supported.

Traffic remains one of our biggest issues and I will continue to advocate for more immediate solutions particularly now that the State Government has announced funding for essential road upgrades to support the proposed Frenchs Forest hospital however more is needed. This is not the only area we need to address so we will also continue to push the State Government for the immediate implementation of both the North-South Bus Rapid Transit (BRT) system and an East-West BRT along the Warringah Road corridor from Dee Why to Chatswood. We will remind the State Government at every opportunity that this is a priority for the whole of the northern beaches community and needs their immediate attention.

There is always so much happening so take the time to look at the Community Strategic Plan and send us your thoughts, and have a look at our new website and discover some of the amazing things going on in our community.



Mayor Michael Regan



During the last 12 months we have had Council elections, developed with the community a new long term Community Strategic Plan, gone through an audit by the Department of Local Government and had an evaluation of our finances by the Treasury Corporation, had a new Metro Strategy for Sydney released, and seen important announcements on both the future of local government and changes to the NSW planning framework. When you then consider the exciting major projects we have announced this year, as well as the business of actually delivering services, you can understand what a busy year it's been.

WELCOME TO OUR NEW COUNCILLORS

I would like to start by welcoming both our new and returning Councillors. It has been a very positive start, the Councillors have demonstrated strong leadership and a willingness to work together on difficult issues to get the best outcome for the community. I am sure this will continue throughout the duration of their term.

DOING BUSINESS BETTER

We have been using the Business Excellence framework to build a culture that facilitates change, innovation and improvement. We have introduced systems to help us work smarter and equip people with the skills they need to lead the organisation. This year has witnessed 25 improvement initiatives alone.

In June, our new integrated digital web platform was launched. The website focuses on issues you care about, structured around the themes of live, work and play, and showcases Warringah as a destination for recreation. The site is web 2.0 compliant and features adaptive technology which allows you to easily view it from a smart phone, tablet or computer. We have also raised the bar in terms of transparency as part of our goal is to become role models in local government accessibility and open communication.

Our Community Strategic Plan and Long Term Financial Plan are also online and interactive. This means there is no need to publish huge strategic or budget documents at great cost to the community. And, it's only the start of improvements to our online communication.

As part of the revamp of our digital platform we have also developed a new contemporary look and logo for Warringah. This is featured throughout this Annual Report and will be progressively rolled out across Warringah in future months and years.

MAINTAINING QUALITY SERVICES

I am very excited to say that Warringah Council has the fastest development assesment processing times in Sydney. This is the second year in a row our average processing time for Development Applications is under 50 days. I would like to congratulate the Development Assessment team for the hard work they have put in.

The quality of care provided by our Children's Services has been recognised as part of the new National Quality Framework. The Dee Why and Brookvale Centres are rated as meeting the National Quality Standards, while Family Day Care and Narrabeen Children's Centre exceeded the National Quality Standards. Only 14% of providers in NSW have received an 'Exceeds' rating. This reinforces the efforts of staff in providing high quality education and care programs.

We received a clean bill of health from Workcover underscoring our efforts to provide a safe work place. Workcover audited our work, health and safety policies, procedures and practices and recommended the renewal of our self insurers licence for the maximum period of three years. We are one of 13 councils in the state that hold a self insurers licence. This saves the community \$1 million a year in premiums.

STRONG FINANCIAL POSITION

The NSW Treasury Corporation Report on Warringah, which outlines Council's financial health, gave us a first place ranking in five out of ten criteria. Warringah is now in the top three large Councils for financial sustainability. The Report 'Financial Sustainability of the NSW Local Government Sector' assessed the financial capacity, long-term sustainability and financial performance of each of the 152 councils in the state. Key drivers to achieving sustainability were seen as quality management and staff, a responsible Council that understands its role and, good reporting and budgeting.

A similar audit by the Division of Local Government of asset management also found Warringah is ahead of the pack. The Report 'Local Government Infrastructure Audit' found we are one of only five NSW Councils rated as very strong for managing our assets sustainably.

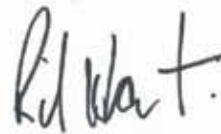
While we are managing our finances wisely, there are calls to increase the level of service and provision of assets to the community. Over the next 12 months we will consult with the community about a special rate increase to fund improvements to service levels.

INDUSTRY REFORMS

The State Government is examining the future of local government to meet the challenges facing the sector over the next 25 years - challenges such as finances, assets, services, population, skills and technology. Council has been actively involved in reviewing all the papers released to date and preparing submissions to outline our views. The Independent Local Government Review Panel's final report will be issued around September and we eagerly await the recommendations.

We have also been involved in discussions on the Planning White Paper which sets out proposals for a new planning system for NSW. The White Paper focuses on the delivery of jobs and houses to support growing cities and regions. It was important that the views of Council and the community are heard by the State Government.

In closing, I would like to thank fellow members of the Leadership Group and Council staff for their commitment to delivering high quality services to our community and contributing to making Warringah a great place to live, work and play.



General Manager
Rik Hart



How We Govern

MAYOR AND COUNCILLORS: ROLES AND RESPONSIBILITIES

Dear resident,

As the elected Council our primary responsibilities are to represent the interests of the community, provide leadership and good governance for Warringah and facilitate communication between the community and the Council. It is our responsibility to set the strategic direction for Warringah Council and deliver a clear vision - a vibrant community improving our quality of life by living and working in balance with our special bush and beach environment.

It is our job to review Warringah Council's performance, delivery of services, Strategic Community Plan and financial planning policies to ensure funding, strategies and the allocation of resources best meet the needs of our local community. We also play a key role in the development and review of public policy.



Mayor Michael Regan

HOW ARE COUNCILLORS ELECTED?

Elections are held every four years to determine who will represent the interests of Warringah, its residents and ratepayers. Residents vote for the Mayor and three Councillors for each of the three wards.

On 8 September 2012, Councillor Michael Regan was re-elected as Mayor and Councillors Vincent De Luca and Bob Giltinan were re-elected for a second term. Councillors Vanessa Moskal, Wayne Gobert, Sue Heins, Pat Daley, Roslyn Harrison, Duncan Kerr and Jose Menano-Pires were elected for their first term.

WHEN ARE THE NEXT ELECTIONS?

The next local government elections will be held in September 2016. Persons registered to vote will go to the poll to elect a Mayor and nine Councillors, i.e. three Councillors for each ward.

WHO STANDS FOR COUNCIL?

Anyone who lives in Warringah, or is a non-resident land owner, can stand for Council. As in State Government elections, a Local Government Councillor can identify either as a candidate of a registered political party or as an independent.

WHAT HAPPENS AT COUNCIL MEETINGS AND WHO CAN ATTEND?

Meetings, chaired by the Mayor, allow members of the public to see their Council in action. Councillors debate and vote on a variety of issues affecting Warringah and the local community.

Members of the public also have an opportunity to address the Council meeting during public forum. Anyone may submit a question, comment or statement



to the public forum session of ordinary Council meetings, provided a written request is submitted before 3pm on the day prior to the meeting. If the day before is a public holiday, the request can be submitted on the day of the meeting (no later than 9.30am). Questions may relate to general policy matters, matters before Council or any other issue relevant to Warringah. Further details or questions relating to public forum can be directed to the Coordinator Governance on 9942 2737.

WHEN ARE COUNCIL MEETINGS HELD?

Council meetings are held monthly with the exception of January, February and December. Meetings begin at 6pm at the Civic Centre, Dee Why, in the Council Chambers.

WHERE CAN I FIND OUT MORE?

Council's business papers, including all agenda items, can be viewed online at warringah.nsw.gov.au. Hard copies of the agenda are also available at our libraries and Customer Service Centre at the Civic Centre in Dee Why on the Thursday prior to the meeting. Limited copies of the agenda and agenda items are available at Council meetings. Council meetings are screened live via webcast and archived online at warringah.nsw.gov.au.

YOUR MAYOR



MICHAEL REGAN
Mayor

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YOUR COUNCILLORS



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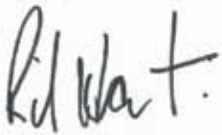
C Ward

GENERAL MANAGER: ROLES AND RESPONSIBILITIES

Dear resident,

As General Manager I am responsible for ensuring day-to-day operations are efficient and effective. I am committed to ensuring we have the right people for the right job. It is my duty to make sure Council as an organisation delivers on the goals, responsibilities and targets set out in the Strategic Community Plan.

I ensure the Councillor's decisions are implemented without undue delay and will continue to lead Council employees toward our Corporate Mission: A better and exciting Warringah through innovative leadership, partnerships and outstanding service.



General Manager, Rik Hart

The Office of the Internal Ombudsman's main purpose is to ensure that all Council's dealings with the community are fair, transparent and accountable. It seeks to ensure that Council acts in the public interest and carries out all its business in an ethical and accountable manner.

The mission of the Office of the Internal Ombudsman is to: champion excellence in probity and accountability through independent and professional complaint handling and investigations.

The Office of the Internal Ombudsman gives guidance and advice to the General Manager and Council officers about how to improve probity and reduce the likelihood of maladministration or misconduct. This is done by both addressing requests for advice and by proactively educating Council in relation to ethical standards and the Code of Conduct.

EXECUTIVE LEADERSHIP

The Executive Management Team (EMT) comprises the General Manager and Directors. This is a forum to discuss strategic and operational issues material to good governance. The General Manager's role is supported and underpinned by EMT, which helps direct the implementation of Council decisions and drive organisational wellbeing.

OFFICE OF THE INTERNAL OMBUDSMAN

The Office of the Internal Ombudsman was established in 2003 to improve Warringah Council's accountability. An initial review of the Office of the Internal Ombudsman was conducted in 2009-2010 resulting in the office being maintained.

Warringah is one of nine Councils in NSW which has instituted an Internal Ombudsman function. The Internal Ombudsman reports directly to the General Manager and operates completely independently of the rest of Warringah Council.

OUR ORGANISATIONAL CHART

