




SERVICE HIGHLIGHTS




A CLOSER LOOK AT PERFORMANCE BY SERVICE
FOR 2012-2013

105	Certification Services
107	Children's Services
109	Community Services
113	Compliance Services
115	Cultural Services
117	Development Assessment
119	Glen Street Theatre
121	Information and Library Services
124	Kimbriki Environmental Enterprises Pty Ltd
126	Natural Environment Services
130	Parks, Reserves and Foreshores
133	Roads, Traffic and Waste
137	Strategic Planning
140	Aquatic Centre
142	Corporate Support Services
146	Good Governance

Our progress against each satisfaction indicator is illustrated by the following symbols:

-  statistically significant increase
-  statistically insignificant change
-  statistically significant decrease

Our progress against each of our commitments is illustrated by the following symbols:

-  at least 90% of completion target achieved
-  less than 90% of completion target achieved
-  action has been completed

Certification Services

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$0.7m

Total expenses
from continuing
operation

FAST FACTS

- 142 building certificate applications processed
- 46 construction certificates processed
- 6 strata certificate applications
- 133 construction stage inspections

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	5	▼

ACCREDITATION OF CERTIFICATION OFFICERS

The Certification Services team provides impartial building and subdivision certification services by assessing and determining strata subdivision applications and construction certificate applications, along with associated “critical stage” inspection of buildings during construction. The Building Professionals Board is the statutory body that regulates certifiers within NSW and all of Council’s certifiers continue to maintain unblemished disciplinary records.

inspected and certified as safe every three years. Our staff have been assisting pool owners register their details on line and inspecting pool fencing. Similar legislative changes have also been made to improve the health and safety standards of boarding houses. Both initiatives will reduce the number of preventable drowning and health issues in the community.

BUILDING CERTIFICATION AND FIRE SAFETY SERVICES AUDIT

A full audit of the Building Certification and Fire Safety Team’s processes and procedures was undertaken by external auditors in 2012. Whilst the audit found no significant areas for concern, suggested improvements have been implemented over the past 12 months.

FIRE SAFETY

We continue to audit premises for fire safety and operate a register of properties required to maintain essential fire safety measures. More than 200 fire safety related inspections were conducted and 141 premises were added to the fire safety register. This work makes an unheralded, but invaluable, contribution to community safety against fire.

NEW LEGISLATIVE REQUIREMENTS – BOARDING HOUSES AND SWIMMING POOL SAFETY

We have been gearing up to play our part in making swimming pools in the community safer. New laws require owners of backyard swimming pools to register on a State-wide register and have fencing

Children's Services

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$7m

Total expenses
from continuing
operation

FAST FACTS

- 714 children per week (on average) cared for in four Long Day Care centres with 367 families and 477 children accessing Occasional Care during the year. Approximately 450 children per week are utilising Family Day Care
- 845 separate families (on average) used Vacation Care each holiday period, catering for an average of 950 children per holiday program
- Approximately 3,300 families received regular information on children's and family services
- 10,670 total bookings taken by the five Vacation Care centres over the year

KEY ACTIVITIES AND PROGRAMS

- Long Day Care, Mobile Occasional Care and Family Day Care
- 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 INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with provision of childcare services	Mean score	6.50	6.33	▼
No. of days children with additional support needs accessing - Family Day Care	Days	N/A	57	-
No. of days children with additional support needs accessing - Long Day Care	Days	N/A	950	-
% of Council Child Care Centres that are fully accredited	%	100	100	■

NATIONAL QUALITY FRAMEWORK

Our Family Day Care service and Children's Centres at Narrabeen, Brookvale and Dee Why were assessed as part of the new National Quality Framework. The Dee Why and Brookvale Centres were 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 our staff in providing high quality education and care programs to the community.

The development of our staff is important to maintaining quality care. In addition to providing access to training and industry based courses, seven educators were supported in completing a Diploma or Certificate III in Children's Services. Our services also continue to support the development of professionals in the early childhood industry by providing supervised practical placements for 20 students from university or TAFE during the year.

UPGRADES TO CHILDCARE FACILITIES

Work was completed on the new Brookvale Occasional Care Centre and it will soon be open for use. Dee Why Children's Centre is upgrading the dining room and play area to allow children rest, sleep or quiet experiences. Narrabeen Children's Centre is undergoing playground works including the redevelopment of the outdoor play spaces which is due to be completed in early September. Planning is also underway for improving the Belrose Children's Centre. These works will occur next year and involve upgrades to the playground, including the development of an outdoor play space for the

0-2 year-olds room and improving the office and staff room. All services have been awarded Sunsafe accreditation by the NSW Cancer Council.

INCLUSION SUPPORT AND COMMUNITY

We deliver an inclusive and community-based program to children enrolled in the services. More than 84 families using our Long Day Care services are bilingual. Our services also support children with a disability or additional needs with seven children in Long Day Care, two in Family Day Care and seven in Vacation Care.

All services maintain strong links within the community including partnerships with local public schools to support children's transition to school. We also work with outside agencies such as speech therapists, occupational therapists and the Spilstead Centre to develop united approaches to children's needs.

SERVICE ACHIEVEMENTS

All services participated in the Screening and Diagnostic Test Evaluation Program (STEPS) which tests children's eyesight in the year prior to starting school. This early intervention initiative allows the child and their family to better prepare for school.

Vacation care achieved its highest utilisation rate since 2008 with 93% usage during the autumn school holiday period. We have also seen a growth in our Family Day Care service with five new educators joining the team to bring the number of educators to 48. This provides more choice for families looking for care.

Community Services

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$8.4m

Total expenses
from continuing
operation

FAST FACTS

- More than 2.9 million people visited our nine beaches in 2012-2013
- 176,900 pre-emptive actions, 1,149 rescues and 3,352 first-aid treatments were performed by Beach Services
- 23,000 infringements of beach reserve regulations were acted upon to ensure our beaches remain a safe, appealing and welcoming destination. Hazards included water regulations, dogs on beaches, littering and anti-social behaviour.
- 15 schools participated in the Beach Awareness Safety Education Program
- 663,379 people attended our community centres
- 868 casual functions were held at our community centres
- More than 300 regular hirers participated in the annual Hirers Customer Survey
- \$104,807 was distributed under the Community Development Grants Program (2012-2013)

KEY ACTIVITIES AND PROGRAMS

- Build community capacity of individuals, groups and services for seniors and people with a disability, among 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 INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with facilities and services for older people	Mean score	6.69	6.68	▬
Residents satisfied with facilities and services for people with disabilities	Mean score	6.46	6.58	▲
Residents satisfied with facilities and services for youth	Mean score	6.10	5.88	▼
Residents satisfied with community centres	Mean score	6.94	6.85	▼
Residents satisfied with provision of lifeguards on the beach	Mean score	8.55	8.59	▲
No. of days occupied by children with additional support needs - Vacation Care	Days	N/A	162	-
Community members who feel safe in the community	Mean score	8.18	8.41	▲
Utilisation of community centres	%	49	47	▼
Scheduled projects completed (capital)	%	85	100	●

COMMUNITY CENTRES

It's been a huge year for our Community Centres. Record numbers of visitors, upgrades to several centres, a review of the current booking system, and not forgetting the major 'community blitz' style Jamie Durie makeover of Cromer Community Centre. This special event engaged volunteers, Council staff and community groups to transform the lounge area and garden into a funky, contemporary space. The blitz featured on the Australian Women's Weekly Easter television special.

Staff began engaging with our community on a major upgrade to the Tramshed Community Arts Centre. The launch of Council's new website also provided an opportunity to update floor plans, and audit facilities and equipment for all 26 community centres – this is now online for easy access.

In order to improve the experience for users, work was also completed at Curl Curl Sports Centre, Collaroy Swim Club, and the Griffith Park Sports Facility.

BEACH SERVICES

This summer was particularly hot and long with record numbers visiting Warringah's beaches. Our lifeguards performed 1,149 rescues and kept thousands of people safe and happy during the hot weather. There were a few serious incidents and our lifeguards responded with care and diligence, and demonstrated compassion for the families.

Seniors Week activities included a CPR refresher course for over 55s by the lifeguards. Our lifeguards also had lots of fun with the Brewarrina Sister City Youth Exchange kids during a beach safety day, taking them through the do's and don'ts of water safety and enjoying a spin on the jet ski.

Lifeguards now use iPads in the field to complete and submit their daily beach and incident reports. The new electronic forms were recognised by Surf Lifesaving Australia's northern beaches branch as the best reports submitted by a Council across Australia.

COMMUNITY DEVELOPMENT (AGED, DISABILITY, YOUTH, ARTS & CULTURE)

YOUTH SERVICES - An extensive mix of activities was provided for young people and their families. The youth of Warringah were entertained with regular music events, the annual Northern Composure Band Competition, Youth Week activities, and of course the ever popular Discobility.

Warringah's teens learnt new skills with the annual 24/7 Film Competition, Urban Art workshops and the Brewarrina Sister City Youth Exchange. New activities such as roller disco were introduced to encourage the involvement of young girls. The Warringah Youth Advisory Committee (WYAC) helped us out with all these good times.

This year, the annual Youth Forum was used to collect information for our new Youth Strategy. This document was produced with input from staff, local services, parents, and the survey responses of more than 1,000 Warringah Youth.

Families of young people were supported with the regular series of Speakers Nights focussing on youth specific topics – drugs and alcohol, cyber bullying, and making it through the HSC. The Triple P (Positive Parenting Program) for teens was run every term and booked out. Youth Services also continued to work with the police and local service providers on a number of joint projects to support struggling youth.

We were successful in securing important funding for projects supporting the young people of Warringah, including the development of a PCYC at Dee Why; a Headspace mental health resource centre for the northern beaches; and funding for a mobile phone app to connect youth with safe entertainment and important services. Our staff also contributed to regional Youth and Aged Strategy Projects as part of the NSW Government Road Map.

AGED SERVICES - We delivered a large array of events and services, as well as partnering with local and regional services to provide the best outcomes for the older people of Warringah. Seniors Week was a massive success with more than 60 events and workshops. This included the sensational flash mob at

Warringah Mall where 80 seniors serenaded shoppers with a stirring rendition of Blue Moon. 'Untold Stories' celebrated both Youth and Seniors Weeks with an intergenerational film competition. Our staff also worked with Manly and Pittwater Councils to produce the highly utilised Services, Activities and Housing Directory for Seniors. The team also continued to develop Council's Healthy Ageing Strategy.

DISABILITY SERVICES - The International Day of Disability was celebrated with an event at the Collaroy All-abilities precinct. The community turned out in beautiful weather for lunch and a performance of the Lion King. We continue to work with a broad range of services to provide information and support for people with disabilities and their carers. This includes producing the comprehensive monthly Disability Services Information Newsletter.

Our staff also undertook an audit of the MLAK keys, this is a new and innovative scheme that uses a universal lock and key to allow people with disabilities 24-hour access to public facilities.

ARTS & CULTURAL SERVICES - Arts & Cultural Services have been very busy, engaging the Warringah community through a broad range of events - Zine Workshops, Yarn Bombs, Pop-up Cafés and the Weaving Bridges project as part of the Guringai Festival. A Pop-up Café promoting Council was held at the Dee Why Business Chambers Expo.

An Artist in Residence program commenced at Cromer Community Centre which included mosaic workshops, and a similar program at Kimbriki is being explored. Council's art collection was also audited and work has started toward a dedicated Creative Space at Abbott Road, Curl Curl.

COMMUNITY DEVELOPMENT - The team attended regular network and interagency meetings with other government and non-government agencies. These included: Home and Community Care; Peninsula Youth Services Inc.; Medicare Local; Community Safety Precinct Committee; Community Builders; Northern Beaches Multicultural Network; Domestic Violence Working Party and Manly Warringah Pittwater

Interagency. As part of these groups, Council supported and took part in several events including the Domestic Violence Forum; Multicultural Hub; Community Builders Forum; CDAT "Supply means Supply" campaign (supply of alcohol to minors); and the Employment and Services Expo at TAFE.

A new community garden was established at Crown Reserve Queenscliff by Friends of Freshwater Inc. with the help of a Council grant, and Manly Vale Community Garden continued to gain interest from the public and successfully held events including a fete. Our annual Community Grant program was successfully rolled out. Community Development, Cultural Development and Sporting Club Capital Assistance grants were consolidated into one process, and for the first time we moved to a completely online grants process using SmartyGrants for the 2013-2014 grants. Feedback from applicants, assessors and staff has been overwhelmingly positive and business processes were improved, cutting down on staff time and resources.

Compliance Services

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$5.2m

Total expenses
from continuing
operation

FAST FACTS

- 654 food inspections were conducted in Warringah in accordance with our partnership agreement with the NSW Food Authority
- 356 service requests about land, noise, air, water pollution and unauthorised land uses were responded to
- 654 food shops, 37 cooling towers, 13 public swimming pools, 43 skin penetration premises and 132 on site wastewater systems were inspected on a risk-based basis to ensure public health standards in the community are maintained
- 1,786 buildings on the Council's fire safety register

KEY ACTIVITIES AND PROGRAMS

- Investigate and enforce compliance relating to unlawful building works, unlawful land uses, fire safety and breach of consent
- Implement public safety and health projects, programs, education and complaints investigation (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 INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with management and control of domestic pets	Mean score	6.68	6.56	▼
Residents satisfied with environmental protection and enforcement	Mean score	6.63	6.49	▼
Residents satisfied with hygiene standards of retail food outlets	Mean score	6.78	6.74	▬
No. of foodborne illness notifications issued	No.	N/A	12	-
No. of fire safety orders issued	No.	N/A	130	-

REGULATORY COMPLIANCE

Our team responded to more than 4,900 community requests for assistance with parking enforcement, dumped rubbish, companion animals, unauthorised works, unauthorised tree removal, and incidents of pollution. Rangers also conducted regular patrols to identify breaches of regulations and issued nearly 20,000 penalties.

They were also successful in prosecuting those who committed more serious breaches of legislation, which include damage to the environment.

To assist in educating the community during the last 12 months, we were involved with educational talks at schools as well as our big community event Dogs Big Day Out which was held at Frenchs Forest in August. Over 4,000 people attended and it was a great success.

ENVIRONMENTAL HEALTH AND PROTECTION

All registered food premises in Warringah were inspected, and we also responded to more than 1,300 customer requests. The team focused on a number of areas including waste water (septic tank) systems, inspecting skin penetration premises (ear piercing / tattoo etc), checking the registration of Regulated Systems (cooling towers and warm water system), and water quality inspections at public pools. The team also ran food handler courses, provided talks to schools, and were successful in prosecuting matters in court.

The team has also been working on new processes and systems to deal with changes in legislation on registering and inspecting boarding houses. This will commence in 2013-2014.

Cultural Services

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$1.1m

Total expenses
from continuing
operation

FAST FACT

- 900 new citizens from more than 80 countries welcomed in citizenship ceremonies held throughout 2012-2013
- \$20,000 distributed under the Cultural Grants Program
- Delivery of major events including: Brookvale Show, Christmas by the Beach and opening of the new Strand, New Year's Eve Family Fireworks, 15 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 and the Warringah art Exhibition
- Delivery of other community events including: Warringah Classic Food & Wine Fair to support the Beachley Classic; dedication ceremony for the Freshwater World Surf Reserve; Guringai Music showcase; Remembrance Day and ANZAC Day ceremonies

KEY ACTIVITIES AND PROGRAMS

- Coordinate civic events (e.g. citizenship ceremonies)
- Coordinate 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	7.16	6.89	▼
Scheduled projects completed (operational)	%	85	100	●

A program of 49 events was delivered including citizenship ceremonies, civic receptions and large community events. An estimated 90,000 people attended the events throughout the year. Events play an important role in bringing the community together to connect, share and celebrate in Warringah. Some of the largest community events include:

AUSTRALIA DAY BIG BREAKFASTS

Our Australia Day celebrations continue to grow in popularity and an estimated 27,000 people took part in Council run activities this year. As well as the regular Dee Why beach and Berry Reserve breakfasts, an all day Pool Party was held at the Aquatic Centre for the first time and a traditional ceremony was also held at the Governor Philip Lookout, Beacon Hill.

BROOKVALE SHOW

Following the success of the centenary celebrations and by popular demand, the Brookvale Show has been reintroduced as an annual event to the Warringah calendar. It attracted more than 15,000 people who enjoyed a range of displays and activities. The event pays tribute to the agricultural past of the show and celebrates the significance of Brookvale Park.

NEW YEAR'S EVE FAMILY FIREWORKS

Dee Why beach was again transformed as an estimated 20,000 people enjoyed a picnic dinner on the foreshore while watching a spectacular display of fireworks at sea. Crowds lined the beach from Long Reef headland to Dee Why and took advantage of the night from every viewing angle.

CHRISTMAS BY THE BEACH

More than 10,000 people descended on Dee Why beach to enjoy all day shopping at markets lined along The Strand. Our special guest, Santa Claus, arrived on stage escorted by our Lifeguards, and children and families enjoyed a twilight concert of carols by the sea.

CITIZENSHIP CEREMONIES

Some 3,000 friends and family members came together during 15 citizenship ceremonies to celebrate 900 Warringah residents as new Australian citizens.

WARRINGAH ART EXHIBITION

The Warringah Art Exhibition is the key event of Warringah's cultural calendar. The event provides 152 artists with the chance to showcase their work in a professional gallery during the exhibition and \$9,000 in prizes were awarded.

ANZAC DAY AND REMEMBRANCE DAY

ANZAC Day and Remembrance Day at Manly Dam continue to draw large crowds and provide children with an opportunity to learn about Australia's significant commemoration days.

Development Assessment

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$5.1m

Total expenses from continuing operation

FAST FACTS

- 1,502 Development Applications determined (including 731 tree applications)
- 246 Modification of Consent Applications determined
- 21 Review of Determination Applications determined (including 13 tree reviews)
- Total value of all applications exceeds \$443m
- 112 pre-lodgement meetings
- 1,371 compliance investigations

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 INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with development assessment process	Mean score	5.54	5.15	▼
Total value of developments approved within Warringah	\$	N/A	\$324m	-
Development applications median turnaround time - delegations	Days	60	56	●
Development applications median turnaround time - Warringah Development Approval Panel	Days	100	118	●

DEVELOPMENT APPLICATIONS

More than 1,500 development applications were determined this financial year, which represents a total development value exceeding \$324 million. The number is down from 1,662 last year but the value has decreased from \$408 million.

The number of applications determined by panels has decreased slightly compared with the previous year. More than 98%, or 1,474, were determined under delegated authority by our staff, 12 by the Application Determination Panel (staff panel) and 11 by the Warringah Development Assessment Panel. Of the remaining applications, two were determined by the State Government appointed Joint Regional Planning Panel and three by the Land and Environment Court.

NUMBER ONE FOR DEVELOPMENT APPLICATION PROCESSING

Our processing time for Development Applications was the fastest in the Sydney Region during 2011-2012, achieving an average of 47 days to assess and determine applications. This was shared with another council and is recognition for a lot of hard

work undertaken by our staff. The community benefits from a more cost effective system in dealing with applications in Warringah by avoiding the cost implications of unnecessary delays for applicants and residents.

We continue to improve our processes and this year refined our online application assessment tool "Assessor" to process applications under the new Warringah Local Environmental Plan 2011. This has allowed us to achieve consistency in assessments and decision making.

BETTER DEVELOPMENT OUTCOMES

Our team has been successful in the Land and Environment Court in achieving better development outcomes for the community on two key sites, an open air cinema and bulky goods complex at Terrey Hills and a Waste Management Facility at Belrose. The result was improved design, amenity and environmental outcomes.

Glen Street Theatre

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$2.7m

Total expenses
from continuing
operation

FAST FACTS

- Over 6,000 young people performed on the Glen Street stage
- Nine professional productions presented (115 performances)
- Over 2,500 subscribers
- Eight concerts performed as part of the Music at the Glen Series
- 25 community hirers and four 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
- Music at the Glen
- Literary Lunch program
- Management of a venue for use by professional performing art presenters, community groups, schools and corporate users
- Operation of dining, bar and catering services to patrons and users of the theatre

KEY PERFORMANCE INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with Glen Street Theatre	Mean score	6.93	6.98	▲
Scheduled projects completed (capital)	%	85	100	●
Scheduled projects completed (operational)	%	85	100	●

ANNUAL SUBSCRIPTION SEASON

Productions presented in 2012-2013 included the all-time favourite, *The Wharf Revue* written by Jonathan Biggins, Phil Scott and Drew Forsythe; *Managing Carmen* by David Williamson; *It's My Party* by Elizabeth Coleman starring Henri Szeps, and *Jack Charles v The Crown* starring the co-author, Uncle Jack Charles. There was great diversity in the program which attracted a wide range of ages to Glen Street during the year. During the last year nine professional productions were presented and also attracted a diverse audience.

MUSIC AT THE GLEN

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

LITERARY LUNCHES

Glen Street's partnership with Lindfield Bookshop continues to provide high profile authors as guests speakers at bi-monthly literary lunches in Sorlies Bistro. Featured authors included David Malouf, Iris Makler, Anne Deveson, Andrew Tink and Sarah Turnbull.

KIDSPRAY

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

COMMUNITY USE OF THE THEATRE

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

GLEN STREET CULTURAL HUB

Behind the scenes Glen Street has been working closely with Councillors, other departments of Council and the community to consider development plans for the Glen Street Cultural Hub. Work will begin in late 2013 to upgrade the present foyer area of the theatre and to landscape the arrival point at Glen Street. The relocation of the Belrose Library to the Glen Street site and the establishment of a cafe and small art gallery space will begin in late 2014.

CITIZENSHIP CEREMONIES

A number of citizenship ceremonies were held at Glen Street during the course of the year with the highlight being the annual Australia Day Citizenship Ceremony. This is always a very special occasion for new citizens, family and friends and was extremely well attended.

Information & Library Services

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$6.1m

Total expenses
from continuing
operation

FAST FACTS

- 742,318 customer visits during the year, a 1.3% decrease on 2011-2012
- 1,172,194 loans, a 3.8% decrease on 2011-2012
- 319,185 visits to the library website
- 49 free public access computers
- 209 opening hours each week across four branches. This is in line with the minimum hours recommended for opening hours by the State Library of NSW
- Over 205,000 books available for loan including 26,515 new items and 28,110 items withdrawn from the collection
- 359 print journal titles available for loan including 14 newspapers, six of which are in languages other than English
- Digital collection of 900 popular downloadable audio books, 304 eBook titles and 145 eMagazines

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 internet
- 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 INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with library services	Mean score	7.76	7.76	■
Utilisation rate libraries – no of physical visits	No.	752,726	742,318	▼
Utilisation rate libraries – no of website visits	No.	263,916	319,185	▲
Utilisation rate libraries – no of loans	No.	1,219,328	1,172,194	▼
Scheduled projects completed (operational)	%	85	60	●
Scheduled projects completed (capital)	%	85	50	●

eLIBRARY

Remote use of the library continued to increase in popularity with library customers taking advantage of the improved range of digital resources including our collection of eMagazines and eBooks.

ADULT PROGRAMS

The range of programs for customers included author and information talks for all adults, adult literacy, computer literacy, and English as a second language.

FAMILY HISTORY

The boom in family history research continued and to meet this demand the library introduced a family history service at Belrose Library. In addition to providing a dedicated family history computer, two very successful talks were held. Highlights were research trips to State Records at Kingswood and historical tours of Camden and Narellan. Interest in family history shows no signs of slowing.

LOCAL STUDIES

History Week 2012 at Dee Why Library announced the theme of Threads – what Warringah wore. This was an opportunity to look back at past fashions. Local Studies staff trawled the library’s photographic collection for those fashion statements of years gone by and developed a timeline of Warringah fashion through the years. This display was very well received at the 2012 Brookvale Show as part of the library’s retro café.

CHILDREN’S PROGRAMS

We continued to offer a variety of programs for children of all ages that included bilingual story time, BIBS (Babies into Books), book swaps, chess clubs, science programs and school holiday activities. The programs were very popular with more than 27,148 participants across 772 sessions. The Young Writers’ competition attracted 308 entries with 34 winners across 10 grades. The competition was a great success with 110 children, parents and teachers attending the presentation at Forestville Library. The Festival of Children’s Literature featured well known award winning children’s author Emily Rodda and illustrator Serena Geddes. It was Emily’s only public appearance for the year and attracted a crowd of 800.

YOUTH PROGRAMS

The Children's Programming team with the support of our Youth Services team presented a Game of Thrones trivia night to celebrate George R.R Martin's fantasy saga. The event, held at Warringah Mall Library, attracted attendees of ages between 15 and 25.

BOOK CLUB

More than 150 groups in Warringah have access to a large range of book club kits. Book clubs have access to an eNewsletter, a Pinterest account and a Facebook page via the library website, and have the opportunity to borrow sets of eReaders to experience emerging technology. Our library continues to hold book club competitions with prizes including an evening with an author proving very popular.

HOME LIBRARY SERVICE

Our home library service supports 101 residents with print resources, and books are downloaded on an easy to use audio device to meet their needs. The items are delivered by staff and with the support of seven volunteers.

Kimbriki Environmental Enterprises Pty Ltd

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$20.1m

Total expenses from continuing operation

FAST FACT

Kimbriki accepts up to 15 items of e-waste from residents of the SHOROC region for recycling at no charge. E-waste has not been disposed to landfill at Kimbriki since a SHOROC wide ban in January 2010.

KEY ACTIVITIES AND PROGRAMS

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

KEY PERFORMANCE INDICATOR

KPI	UNIT	TARGET	ESTIMATE	INDICATOR
% of incoming material diverted to landfill - Kimbriki	%	76	79	▲
Kimbriki operating result	\$	\$2,190,000	\$2,304,178	▲
% Compliance with EPA environmental requirements	%	100	100	●
Scheduled projects completed (capital)	%	85	100	●

E-WASTE UPDATE

Campaigning from our local SHOROC Councillors has led to the start of a national recycling program for computers and televisions. Local residents can now deliver up to 15 TVs, computers or pieces of computer equipment to Kimbriki under the new industry-sponsored program called Dropzone. These items are then sent to recyclers in Sydney for dismantling to allow for recovery of the resources. This is part of a national scheme to increase the recycling of television and computer products to 80% by 2021.

MAJOR PROJECTS

Kimbriki is about to install a Landfill Gas Capture system to capture and destroy greenhouse gases before they leave the site. In the future this system could also convert these gases into energy to power the site. Planning is in the final stages to install a small vehicle reception facility. This will give customers the option to “self-sort” their loads, increasing recycling as well as improving the experience of delivering waste in small vehicles.

KIMBRIKI IS CERTIFIED

Business Management System certification is an internationally recognised quality assurance benchmark for organisations. Kimbriki has just completed this process on three areas and been certified for each – ISO 9001 Quality Management, ISO 14001 Environmental Management, and AS/NZS 4801 Occupational Health and Safety Management. This certification provides independent confirmation that Kimbriki’s Business Management System ensures best practice outcomes in these three critical areas.

ECO HOUSE AND GARDEN

Education in ecological matters continues at the Eco House and Garden. The main focus is on school excursions and support of gardens in schools. Warringah holiday care groups also visit. Free practical eco gardening workshops are offered for Composting and Worm farming, Beginners Organic Vegetable Gardening, and Advanced Organic Vegetable Gardening.

Wireless connectivity is being installed to video conference and live stream workshops to enhance the reach of the educational activities. Warringah’s bush care staff hosted a very successful regional meeting at Kimbriki, with visitors impressed by the venue, the ecological education on offer and the complete Kimbriki operation.

KIMBRIKI ‘RE-USE SHOP’

Lots of fascinating items that have been delivered as rubbish are rescued from the landfill or dropped off by customers for re-use. The shop has building materials such as roofing, pool fencing, windows and doors in regular supply. Timber, furniture and smaller goods change constantly. The interest in the Kimbriki Re-use Shop, now over ten years old, continues to grow with locals.

Natural Environmental Services

STRATEGIC CONTRIBUTIONS	
Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$9.6m

Total expenses from continuing operation

FAST FACTS

- 56 sites of active bush regeneration works covering some 300ha of bushland
- Over 225 active 'Friends of the Bush' volunteers at 36 supervised sites, regenerating about 13ha of bushland
- 1,300 trees planted by about 160 people on National Tree Day
- Three broad scale ecological/hazard burns in 1.84ha of bushland
- Over 1,000 people attending community education events
- Reviewed approximately 900 development applications to ensure good environmental and engineering outcomes
- 130m of stormwater drainage replaced

KEY ACTIVITIES AND PROGRAMS

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

KEY PERFORMANCE INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with bike paths	Mean score	5.27	5.04	▼
Residents satisfied with caring for bush areas	Mean score	7.04	6.88	▼
Residents satisfied that Council operates in an environmentally sustainable way	Mean score	6.90	6.79	▼
Residents satisfied with management of local flooding	Mean score	6.54	6.34	▼
Residents satisfied with management of the waterways and lagoons	Mean score	6.71	6.43	▼
Residents satisfied with walking trails and tracks	Mean score	6.56	6.54	▬
Scheduled projects completed (operational)	%	85	89	●
Scheduled projects completed (capital)	%	85	86	●

NATURAL AREA MANAGEMENT

Restoration and protection works were conducted to improve safety and biodiversity in natural areas in the bushland reserves, coastal dunes, creek lines and lagoon systems. These restoration works included bush regeneration, replanting native species, track maintenance, fencing, hazardous tree management, creek bank stabilisation and sediment removal. In addition, 450 customer requests relating to natural areas were actioned.

Natural Environment undertakes weed control and vertebrate pest animal control in natural areas to reduce the impact of these introduced species on Warringah's biodiversity. This resulted in controlling a total of 10 foxes, 485 rabbits and was supported by a cat education program. Targeted weed control was undertaken on the aquatic weed *Ludwigia peruviana* in wetlands, gross pollutant traps and creek lines to reduce its impact on the waterways and aquatic flora. GIS mapping of the coastal natural areas was undertaken, focusing on boneseed and bitou bush. Other high risk pathways such as main roads were also targeted for a range of exotic grasses including tussock *paspalum*, coolatai and pampas grass.

Some 118 separate fire management access zones were administered under our Fire Management Access Zone program. This equates to 27.2 lineal kilometres of urban-bushland interface and a total area of 28.81 hectares of Council's bushland. These works were undertaken to meet the Rural Fires Act 1997 and Bush Fire Risk Management Plan 2010.

We also undertook environmental assessments for a number of proposed bushfire hazard reduction burns. Three of these hazard reduction burns took place in August to October 2012, a total of 1.84 hectares.

THREATENED SPECIES

Several threatened species have been found while conducting fauna studies on public land within the Oxford Falls Valley including an important find, the giant burrowing frog which is one of the rarest frogs in NSW.

Several heath monitors or Rosenbergs Goanna, an extremely rare reptile, were also observed. Heath monitors lay eggs in termite mounds which act as natural incubators for the eggs. As a result of the

surveys, some important termite mound breeding sites are now known to be used by local heath monitor populations.

The introduction of a pygmy possum nest box and monitoring program has helped us identify a number of rare eastern pygmy possums. Maintaining their habitat is essential as Warringah has the largest population of eastern pygmy possums in Sydney, outside of national parks.

The ecological field surveys will assist us in strategic and operational bushland management, including recreational access, bush regeneration and impact assessment.

ECOLOGICAL ASSESSMENT OF WARRINGAH ESTUARIES

The second year of the lagoon monitoring program was completed in April 2013. In addition to the monitoring program, we have developed models for Dee Why and Narrabeen Lagoon catchments which provide estimates of nutrient and sediment loads entering the lagoons and changes in catchment development over time. This work shows the condition of lagoons in Warringah remain constant despite ongoing urbanisation of the catchments.

NARRABEEN LAGOON MULTI-USE TRAIL

The Narrabeen Lagoon Multi-use Trail will link the existing trail network along the foreshores of the northern beaches largest coastal lagoon, providing an outstanding recreational and tourist destination for the region and beyond. This year saw completion of the Middle Creek reserve upgrade which was opened in August 2012. The Cromer Golf Club signed an agreement to allow construction of one of the final sections of trail. The designs are finalised and works on the bridges and remaining sections of trail will start in mid 2013 with the aim of completing the lagoon circuit in 2014.

'HILLTOP TO HEADLAND' ENVIRONMENTAL SERIES

We ran three 'Hilltop to Headland' events in 2012-2013. The first as part of Brookvale Show in October focussed on bushland, biodiversity and threatened species. Totally Wild's Ranger Stacey hosted two stage shows with the Taronga Zoomobile live native animal display. There was also a bushland and biodiversity themed stall with an interactive display and native plant giveaway.

The 'Sustainable Schools Spectacular' with Dr Karl Kruszelnicki and Ruben Meerman was held at Glen Street Theatre for around 350 students from seven Warringah secondary schools. This event was a colourful display of science as it relates to the environment, and the impacts of our urban homes and schools. As a result of attending, 75% of schools were exploring sustainability initiatives and all took away a 'starter pack' with some vegetable seeds for their school gardens.

The final event, 'Sustainability with Ernie Dingo', was held in conjunction with the Guringai Festival at Dee Why RSL. This event blended environmental with cultural sustainability, exploring the links between the two with one of Australia's most iconic personalities. Some 230 people attended and also enjoyed environmentally themed display stalls and a native plant giveaway.

CROMER PARK STORMWATER HARVESTING

The Cromer Park stormwater harvesting project is a first for Warringah and aims to reduce the potable water demand for irrigation. Rainwater will be directed from the proposed carpark, stadium roof, synthetic turf field and the playing fields into a 300kL tank located under the proposed carpark. Stormwater is then "harvested" or pumped to the existing creek line to the west of the site which drains the external catchments of Cromer and Collaroy Plateau. The benefits of this system will include saving approximately 6.5 megalitres of potable water combined with a reduction in suspended solids and nutrients entering a nearby threatened wetland and Dee Why Lagoon.

Future projects will be guided by a recently completed Stormwater Harvesting Feasibility Study. The study identified opportunities to re-use stormwater for non-

potable uses in Dee Why CBD and to supplement irrigation demand for six sportsfields including Brookvale Oval, John Fisher Park and St Matthews Farm.

REGIONAL GROUNDWATER STUDY

We have collaborated with Manly and Pittwater Councils to complete the first regional study on the sustainability of groundwater resources. Council uses groundwater to irrigate local parks and playing fields, while private use of groundwater includes for irrigating gardens and golf courses, and in primary industries. While there are hundreds of licenced bores in the area, relatively little is known about the extent of aquifers (underground layers of water-bearing permeable rock), groundwater use, groundwater dependent ecosystems or the extent of groundwater contamination. This work will help Councils to prioritise management actions to improve the sustainability of groundwater use in the region.

STORMWATER MANAGEMENT

We manage an extensive drainage network valued at \$330 million. It includes 15,000 pits, 350 kilometres of pipes and culverts, 120 kilometres of drainage channels and more than 100 Stormwater Quality Improvement Devices (SQIDs). Activities undertaken included investigation, design and construction of new stormwater drainage infrastructure for flood mitigation, maintenance of the existing stormwater pit and pipe network, removal of pollutants from SQIDs, renewal and upgrade of existing assets in poor condition, and local flooding investigations. In addition, 139 customer requests relating to stormwater issues were actioned.

Some of the high priority stormwater improvement projects that were carried out this year included the design for replacement of the poor condition outlet at Collaroy Beach; construction and upgrading of stormwater drains, pipes and culverts at Pittwater Road, Dee Why; Harbord Road, Freshwater; Joalah Road, Duffys Forest and Derwent Street, Curl Curl.

Parks, Reserves & Foreshores

STRATEGIC CONTRIBUTIONS	
Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$10m

Total expenses
from continuing
operation

FAST FACTS

- 1,229 customer requests attended to for sports fields, reserves and infrastructure
- 3,123 customer requests attended to for street and reserve trees
- Over 29,000 bookings processed for sports fields, courts, reserves, rock pools, beaches, Manly Dam, Stony Range and Brookvale Park
- 14km of beach shoreline assets managed
- 5 ocean rock pools cleaned and maintained on a weekly basis in summer and fortnightly in winter
- 150 public playgrounds maintained and 255 maintenance tasks completed
- 2,618,500m² of grass maintained

KEY ACTIVITIES AND PROGRAMS

- Provide tactical planning and advice on matters impacting on parks, reserves, public trees and foreshore assets
- 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 INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with walking trails and tracks	Mean score	6.56	6.54	▬
Residents satisfied with bike paths	Mean score	5.27	5.04	▼
Residents satisfied with management of street trees	Mean score	5.79	5.54	▼
Residents satisfied with maintenance of beaches and rockpools	Mean score	7.56	7.42	▼
Residents satisfied with Brookvale Oval	Mean score	5.85	5.82	▬
Residents satisfied with sporting fields and amenities	Mean score	6.89	6.92	▬
Residents satisfied with parks and recreation areas including playgrounds	Mean score	7.43	7.15	▼
Residents satisfied with managing the impact of visitors to the area	Mean score	6.59	6.58	▬
Scheduled projects completed (operational)	%	85	50	●
Scheduled projects completed (capital)	%	85	84	●

CROMER PARK FIELDS

Stage 2 of the Cromer Park Sports Precinct Masterplan was completed before the winter 2013 sports season. A new sportsfield was created (field 5), Warringah’s first in 20 years, by reconfiguring fields 2, 3 and 4. Other work included installation of rainwater storage, upgrades to lighting and a new carpark area to create an attractive sports precinct. The rainwater storage benefits the environment and reduces cost of water supply for the Council.

MILLER RESERVE LIGHTING UPGRADE

New sports ground lighting was installed at Miller Reserve. The increased lighting levels have improved safety and amenity for sporting and passive users of the fields.

FRESHWATER ROCKPOOL UPGRADE

Restoration works to the Freshwater rockpool are complete. They included increasing the depth of the pool, providing a new channel for the pool pump to improve water quality, improving the structural integrity of existing concrete pool surrounds and addressing other maintenance issues. This has extended the life of the pool and the experience for users.

PLAYGROUND UPGRADES

Playground upgrades occurred at Undula Reserve, Belrose; Starkey Reserve, Killarney Heights; Woodbine Street, North Balgowlah; Stoddart Place, Dee Why; Holborn Avenue, Dee Why; and Wyatt Reserve, Belrose. New equipment, safety surfacing, and in some cases paths and landscaping, were provided. The upgrades have been favourably received in those communities.

FORESTVILLE SKATE PARK

The Forestville skate park was successfully renovated following consultation with interested skaters, and the park reopened in December 2012.

STONY RANGE

The upgrade of the Stony Range sensory track and pavilion building has improved access for all abilities. This work is part of the Masterplan developed with the Stony Range volunteers. Our wonderful volunteers contributed over 3,500 hours of their time in restoration works such as planting and bush regeneration.

MANLY WARRINGAH WAR MEMORIAL PARK (MANLY DAM)

Manly Dam is a favourite destination to relax and play, with more than 80,000 vehicle visits, 700 events and 135 days of skiing per year. We are seeing an increase in filming at the park, and new events such as dragon boat racing and fun runs are being held in the area.

The mountain bike track continues to be one of Sydney's most popular rides. In partnership with local riders, we have developed a planned track upgrade to cater for the growth of the sport while minimising environmental impacts. Our volunteer program has also expanded to include maintenance of the bike track.

More than 35 hectares of bush regeneration and improvements to fire management access tracks and trails were completed. Other measures to protect habitats and the water quality of the lake include pest species control, regularly clearing trash racks in the catchment to reduce pollutants, maintaining the wetlands and the lake's submerged mixer to keep the water body oxygenated.

The Friends of the Bush Volunteers provide much needed assistance in restoring the natural areas and produced more than 1,000 native plants for bush regeneration in Manly Dam and other areas. Several local corporate and community groups have also volunteered their time to undertake bushland and landscaping works.

MANAGING USE OF OUR SPORTSGROUNDS

We are working more closely with local sporting clubs and associations to improve the management of sportgrounds. This includes improvements to our sportground wet weather management and seasonal allocation and change over processes. We have also better integrated our works programs with the use of our grounds. This has increased availability of grounds for sporting competition and training, while also enabling timely completion of grounds maintenance and upgrades.

NARRABEEN LAGOON MULTI-USE TRAIL

Work was completed on upgrading the track surface on the sections between James Wheeler Place and Jamieson Park. We also upgraded the decking of the bridge south of Clay Point. The popularity of the trail continues to grow and will be fantastic when the final sections of track are completed.

ANYONE FOR PING PONG?

Warringah's first outdoor ping pong table was installed at Dee Why Beach, with beach-themed artwork by a local artist from Brookvale. The table is proving popular and increases the recreational activities available at one of Warringah's premier locations.

Roads, Traffic & Waste

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$28.5m

Total expenses
from continuing
operation

FAST FACTS

- 9.3km of road resurfaced
- 11,275m² of carpark resurfaced
- 2,079 potholes repaired
- 739m of kerb and gutter repaired
- 1,122m² of footpath repaired
- 1.54km of new footpath constructed
- 2,850m² of footpath renewed
- Accessibility improvement to 21 bus stops
- 131 gross pollutant traps cleaned and 1,212 tonnes of sediment removed
- 103 drop holes repaired
- 694 stormwater inlet pits cleaned and 155 repaired
- 10,466km of streets swept including additional sweeping in heavy leaf fall times
- About 600 street litter bins emptied daily
- 246 bus shelters washed and cleaned monthly
- Approximately 54,000 weekly garbage and recycling collections
- Approximately 100,000 monthly green waste collections
- About 3.7 million litres of sewage disposed of from private and Council properties
- 8,256 graffiti removal jobs

KEY ACTIVITIES AND PROGRAMS

- Maintain Council's stormwater drainage system
- Manage the provision of street lighting through Ausgrid
- Collection of domestic and commercial waste and recycling
- Public place cleaning and litter picking at shopping centres, roads, beaches and reserves
- Graffiti removal
- Planning and delivery of road related capital works projects (e.g. construction of footpaths, road resurfacing, and traffic facilities)
- Manage the maintenance and renewal of road network assets (pavements, kerbs, traffic facilities, bridges, signage, bus shelters, cycleways and footpaths)
- Traffic management planning on local roads and installation of traffic facilities
- Waste education and campaigns to encourage residents to rethink, reduce, reuse and recycle
- Manage Council's after hour emergency response service for operational services i.e. drains, footpaths, roads and other constructed assets
- Provide support to the Local Emergency Management Committee as described in the State Emergency and Rescue Management Act

KEY PERFORMANCE INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with provision of street lighting	Mean score	6.83	6.81	■
Residents satisfied with bike paths	Mean score	5.27	5.04	▼
Residents satisfied with walking trails and tracks	Mean score	6.56	6.54	■
Residents satisfied with bus shelters	Mean score	6.42	6.09	▼
Residents satisfied with maintenance of local roads	Mean score	6.13	6.12	■
Residents satisfied with footpaths	Mean score	6.24	5.90	▼
Residents satisfied with provision of car parking	Mean score	5.83	5.57	▼
Residents satisfied with traffic management	Mean score	5.82	5.11	▼
Residents satisfied with household waste collection	Mean score	8.20	8.04	▼
Residents satisfied with household bulky items clean ups	Mean score	7.43	7.37	■
Residents satisfied with cleaning of public areas	Mean score	6.91	6.91	■
Residents satisfied with cleaning of streets	Mean score	6.85	6.62	▼
Kilos of waste produced per capita	kg	475	462	●
% of recyclables going to landfill	%	50	53.3	●
Average road pavement condition rating	-	8.3	8.3	●
Scheduled projects completed (operational)	%	85	0	●
Scheduled projects completed (capital)	%	85	100	●

MANAGEMENT OF ROAD AND TRAFFIC ASSETS

A works program of approximately \$7 million was delivered including grant funding of \$658,000 from the Roads and Maritime Services and \$607,927 from the Roads to Recovery Program. Works included rehabilitation and resurfacing of various roads, resurfacing of carparks, renewal of signs and line markings and construction of traffic facilities. Accessibility improvements were also undertaken at a number of bus stops in Dee Why, Collaroy, Brookvale, Narrabeen, Narrabeena and Manly Vale.

SUPPORTING ACTIVE TRANSPORT

Some 1,540 metres of new footpath was constructed in high traffic areas including Grevillea Street and Idaline Street, Collaroy Plateau; William Street, North Manly; Narrabeen Street, Narrabeen; and Gulliver Street and Miles Street, Brookvale. Over 2,850 square metres of existing footpath was also rebuilt for improved safety including along Warringah Road, Forestville and Pittwater Road, North Manly. We have also continued to deliver the Warringah Bike Plan by constructing 730 metres of new shared paths and 8,470 metres of on road bicycle routes.

TOWN CENTRE IMPROVEMENTS

Works to improve streetscape, pedestrian access and improvement to parking facilities were undertaken as part of the Collaroy Beach upgrade. It included the replacement of footpath paving, new kerbing and installation of new street furniture in Pittwater Road. The installation of the shade structure and tables at Freshwater Village was also completed.

ROAD RESURFACING AND REJUVENATION PROGRAM

Road resurfacing was undertaken on a number of local streets throughout Warringah including Pringle Avenue, Belrose; Evans Street, Freshwater; Cobbadah Place, Freshwater; Inman Road, Cromer; Alexander Street, Collaroy; Alfred Street, Cromer; Campbell Parade, Dee Why; Howard Ave, Dee Why; Grace Avenue, Frenchs Forest; Allambie Road, Allambie Heights; Oliver Street, Freshwater; Waterloo Street, Narrabeen; and Lagoon Street, Narrabeen. A new road surface treatment was introduced to extend the useful life time of the road pavement using bitumen rejuvenation method at a considerably lower cost compared with replacing the asphalt. This will seal the road pavement and protect from oxidation and moisture infiltration.

TRAFFIC AND PEDESTRIAN FACILITIES

As part of our ongoing improvement for traffic and pedestrian safety works were completed at:

- Tramore Place, Killarney Heights - the existing children crossing was upgraded with carriageway narrowing and pedestrian fencing
- Blackbutts Road, Belrose - reconstructed the pedestrian refuge island on Blackbutts Road near Athol Street
- Dalley Street, Queenscliff - carriageway narrowing and closure of median on Cavill Street to restrict illegal and unsafe traffic movements
- Crown Road, Queenscliff - implemented a traffic calming scheme consisting of landscaped traffic islands to enhance amenity and safety

ROAD SAFETY EDUCATION PROGRAM

We received \$29,500 from the Roads and Maritime Services for education programs and \$5,000 from the NRMA for a safety program for adults with learning difficulties.

A range of educational opportunities were run including child restraint checking days, graduated licensing scheme workshops for parents and supervisors of learner drivers and road safety seminars for seniors. A new driver fatigue education program commenced during the September school holidays. It was promoted across Warringah at petrol stations, surf clubs and other sites via flyers, posters, key rings and banners.

We partnered with six other councils on a pedestrian safety program that included messages on buses and at bus stops. It focussed on avoiding distractions such as mobile phones and included messages like 'Watch Out Cars About - What's Your Distraction?' We continue to support cycling programs. This included celebration of the new bike paths in Cromer in conjunction with National Tree Day, hosting a cycle training and maintenance workshop and being involved with "Ride2School Day" with Narrabeen Lakes Public School to promote safe cycling.

WASTE EDUCATION

The program focussed on encouraging residents to rethink, reduce, re-use and recycle. Highlights included resident participation in waste education activities on Australia Day, workshops and tours with schools as part of the 'Ready Steady Grow' program and National Recycling Week workshops.

We delivered a number of brochures to households in Warringah on 'Keep a Lid on your Waste this Christmas', 'Love Food Hate Waste', 'Household Chemical CleanOut' and the 'Waste Services Calendar for 2013'. Second Hand Saturday continues to be a hit with 146 garage sales held throughout Warringah.

The effort of our Waste Education team was recognised by industry awards. We won an award for the 'Waste Free Lunch Challenge' campaign for schools and received a highly commended award for the 'Love Food Hate Waste' project from the NSW Local Government Excellence in the Environment Awards. We were also runners up in the Sustainable Cities awards for Environmental Education.

CHEMICAL CLEANOUT

The 'Household Chemical Cleanout' was held in September at the Aquatic Centre. This event provided residents with a great opportunity to safely dispose of chemicals that are harmful to the environment with 90 tonnes of paint and hazardous chemicals recovered and safely disposed of.

GRAFFITI REMOVAL

Our graffiti removal program is improving the appearance of public areas. An audit in September 2012 showed a significant reduction in visible graffiti in Warringah compared with three years ago when the program commenced.

NEW CLEANING SCHEDULE

Cleansing services implemented a new work schedule in January 2013 which resulted in a more efficient and flexible service allowing more sites to be scheduled for regular cleaning.

Strategic Planning

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$2.8m

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 INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with management of commercial development	Mean score	5.78	6.05	▲
Residents satisfied with management of residential development	Mean score	5.78	5.98	▲
Average age of environmental planning documents	Years	3	2	▲
% of development appeals where the outcome to Council is favourable	%	80	100	●
Scheduled projects completed (operational)	%	85	86	●

WARRINGAH YOUTH STRATEGY

We adopted the Youth Strategy in March 2013. It was developed after consulting with more than 1,000 young people and 250 parents on how best to support the wellbeing of Warringah's young people. The Strategy creates a strong evidence base for long term action, particularly regarding youth mental health and the need for social spaces where young people can meet and interact. It also provides a reference for regional collaboration and has also informed the development of youth strategies in other local government areas as well as at a state level.

WARRINGAH EMPLOYMENT STUDY

A comprehensive review of Warringah's employment areas has been completed. It included a stock-take of business and industrial areas to determine Warringah's ability to accommodate the community's business and employment needs over the next 20-30 years. The study identified growth industries and prioritises strategies to cater for the community's needs and will guide future planning for Warringah.

DEE WHY / BROOKVALE TRANSPORT AND ACCESSIBILITY STUDY

This joint project with the Department of Planning and Infrastructure looked at transport and traffic implications for Brookvale and Dee Why in meeting employment growth targets in the State Government's Metropolitan Strategy. The study found there is insufficient capacity in the transport system and the

State Government revised its employment growth target for the centre down from 5,000 to 3,000 additional jobs.

WARRINGAH HERITAGE REVIEW

We value our built heritage and actively manage it to ensure it can be preserved for future generations. In March 2013 the Warringah Heritage Review was completed. Existing heritage listings were reviewed and potential heritage items were assessed based largely on nominations from the local community.

The review resulted in 15 new heritage items being recommended for listing, two existing items recommended for removal, and the proposed expansion of three existing listings. In addition, 10 state agency heritage items were recommended and a number of recommendations were made to assist in preserving Warringah's heritage into the future.

OXFORD FALLS VALLEY AND BELROSE NORTH STRATEGIC REVIEW

We have been working with the Department of Planning and Infrastructure on a strategic review of land within Oxford Falls Valley and Belrose North. The review looks at how best to translate planning controls for the area between Warringah's old and new Local Environmental Plan. The community has been actively consulted during the review with a public information session, 176 individual site visits, and numerous public submissions considered. The project will ultimately lead to the area being brought under a single local planning instrument.

PROPOSED MULTIPURPOSE COMMUNITY FACILITY AND CARPARK IN DEE WHY

We adopted a Plan of Management for the land at 36 - 48 Kingsway, Dee Why (corner of Kingsway and Fisher Road) in June 2013. This is the first step in creating the first Police Citizens Youth Club on the northern beaches as well as a carpark for up to 400 cars. Developing the Plan of Management has started conversations with local residents, young people and other stakeholders which will continue during the detailed design and the development approval stages of the project.

STRATEGIC ASSET MANAGEMENT

We have revised our Asset Management Policy to reflect best practice. It establishes guidelines and PRINCIPALS for implementing consistent processes throughout Council, and ensures a sustainable approach consistent with our Vision, Outcomes and Objectives.

In June 2013 we also endorsed the Warringah Asset Management Strategy 2013-2023. The strategy provides a clear link between the Community Strategic Plan and the day-to-day management of our assets. It also articulates how we will manage assets now and into the future by providing objectives, actions for improvement, timeframes and responsibilities. This holistic approach to asset management provides greater certainty, and limits our exposure to financial risk and asset failure.

A NEW PLANNING SYSTEM FOR NSW (WHITE PAPER)

The NSW Government released a 'New Planning System for NSW' (White Paper) in early April 2013 which sets out six key transformative changes to the current planning system. We prepared a comprehensive submission which indicates general support for the government's initiative to create a new planning system for NSW, but raised concerns regarding certain aspects of the proposals. The NSW Government will review the output from their consultation before finalising the new planning legislation.

SUPPORT FOR BUSINESS

More than 50 local businesses visited the Small Biz Bus at Dee Why and Forestville. The mobile service delivered in partnership with the NSW Government allowed local businesses to speak with experts from the NSW Small Business Commissioner's office, gain a new perspective on their business as well as learn about tools to achieve success. They were also offered ongoing support through their local business advisory service.

We also had a presence at the 'Your Northern Beaches Expo' held in May 2013. The theme of the expo was sustainability, and our Eco-Van was on hand providing information and support to help businesses be more sustainable. More than 3,000 people attended, exceeding the turnout in 2012.

2012 LOCAL BUSINESS AWARDS

We are a proud supporter of the Local Business Awards which honour excellence and acknowledge the significant contribution of local businesses to our community. The 2012 awards included Warringah's inaugural 'Sustainability Award' category which was won by a local Brookvale business. The awards continue to profile the skills, competitiveness and contribution of local business.

2012 BUSINESS EXPO

The 2012 Business Expo was attended by more than 100 business exhibitors and 350 visitors. The event at Harbord Diggers provided opportunity for local companies to grow their business, market their products and services, and develop networks and facilitate partnerships. It also allowed us to speak to local businesses about their vision for Warringah in developing the Community Strategic Plan.

LOCAL BUSINESS FORUM

As a major employer in the area we support and encourage local economic development and job creation. In June we hosted a local business forum attended by 85 businesses. The forum was an opportunity to find out about the type of goods and services Council purchases and provide information on the key to successfully bidding for our business.

Aquatic Centre

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$4.1m

Total expenses from continuing operation

FAST FACTS

- 338,562 people attended the Centre, including 172,657 casual swimmers and 133,139 people participating in structured classes such as learn to swim, aquarobics, seniors classes, Swimfit and Pilates
- There were 52 swimming carnivals hosted, involving 20,433 participants

KEY ACTIVITIES AND PROGRAMS

- Provide learn to swim and elite coaching programs
- Provide water safety programs
- Provide water and land based fitness programs
- Asset management of the Aquatic Centre

KEY PERFORMANCE INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with Aquatic Centre	Mean score	7.05	6.82	▼
Expense recovery from Aquatic Centre operations	%	88	83	▼
Total Attendances of Aquatic Centre	No.	330,000	338,562	▲
Scheduled projects completed (capital)	%	85	66	●

MASTERPLAN

Work continued on developing a masterplan for the centre. A comprehensive community engagement process was completed in September 2012 and concept designs prepared. Further refinement of the design is taking place to develop a more affordable option that meets the community needs. This is expected to be available in late 2013.

COGENERATION

Energy consumption at the centre is now 51% lower than 1998 with the bulk of the reduction achieved during the last six years. To make the centre more energy efficient a feasibility study was recently completed which supports the installation of a cogeneration plant. The installation of a gas powered generator will meet the energy needs of the facility and the heat generated will be used to heat the pool. This will deliver a 35% reduction in energy costs and carbon emissions. The cogeneration plant is planned for 2013-2014.

SENIORS PROGRAM

We have partnered with three other leisure centres on active ageing programs that will be rolled out across NSW. The Grey Medallion program is one of the

initiatives which aims to give seniors water confidence and basic resuscitation skills. Many seniors look after grandchildren and with the tag line of 'You love your grandchildren dearly, but would you be able to rescue them if they fell in the water' 20 seniors signed up and passed the inaugural course. Further courses are planned for October 2013.

SPECIAL EVENTS

The centre is now officially one of the sites used to celebrate Australia Day. It has the advantage of being an all-weather venue, with rain unable to halt the celebrations, and it is great fun for the kids in the hot January sun. Over 1,500 joined us for the first of many Australia Days.

We also held our first Dive in Movie in April. More than 200 came along to enjoy the fun and watch *Ice Age 3*. Both events are now expected to be a regular feature on the Aquatic Centre calendar.

Corporate Support Services

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$19.9m

Total expenses
from continuing
operation

FAST FACTS

- 102,304 calls answered, 48,187 enquiries over the counter and 31,068 replies to letters and emails
- 26 requests for tender, 70 requests for quotation and three expressions of interest issued
- 343,195 records registered into the electronic document and records management system, a 33% increase over 2011-2012 and 63% increase over 2008-2009 when the system was introduced
- 1,404 Government Information Public Access (GIPA) applications processed within the 20 day target with the average completion time of 7.2 days
- 40% of stationery purchased was sustainable
- 154 full-time, part-time, temporary, casual and contract positions recruited

KEY ACTIVITIES AND PROGRAMS

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

KEY PERFORMANCE INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with condition of public toilets	Mean score	5.29	5.07	▼
Residents satisfied with community centres	Mean score	6.94	6.85	▼
% of customer enquiries resolved on first contact	%	90	98	▲
% of calls answered within 30 seconds	No.	80	73	▼
No. of visits to Council’s website	No.	1,174,000	1,228,000	●
Scheduled projects completed (operational)	%	85	100	●
Scheduled projects completed (capital)	%	85	100	●

NEW DIGITAL PLATFORMS TO INCREASE TRANSPARENCY AND PROMOTE WARRINGAH

In June we launched integrated digital platforms for all of Council’s services with a new emphasis on the issues residents care about. Based on extensive consultation, the site focusses on live, work and play and showcases Warringah as a destination for recreation. The site is web 2.0 compliant bringing together 35 different platforms and businesses including Glen Street Theatre, our four libraries and the Aquatic Centre. The site features adaptive technology which can be accessed by smart phone, tablet or computer. The platforms also raise the bar in transparency as part of our goal to become role models in Local Government accessibility and open communication. As part of the digital revamp, a new contemporary look and logo for Warringah was designed and approved by Council. To reduce costs, the new logo and image will be progressively rolled out in future months and years.

WARRINGAH TOP IN FINANCIAL SUSTAINABILITY AND INFRASTRUCTURE MANAGEMENT

An audit by NSW Treasury Corporation found Warringah is one of the top performing Councils in the state – and is one of only three NSW Councils that will be in a strong financial situation by 2016.

The Report ‘Financial Sustainability of the NSW Local Government Sector’ assessed the financial capacity, long term sustainability and financial performance of each Council.

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.

SINGLE ‘ONE STOP SHOP’ COUNTER SERVICE

During the year we continued the transition to a single “one stop shop” counter service with 87% of staff now skilled across the general enquiries and development assessment disciplines. The single ‘one stop shop’ counter service became fully operational in October 2012 and is widely received by our customers as a much needed improvement. Customers surveyed at the counter have provided an overall approval rating of 96%.

SERVICE ACHIEVEMENTS

Our customer service team answered 93% of all calls with a drop out rate of 7%. Some 73% of calls were answered within 30 seconds, which is below our target of 80%. The drop in service level was caused by re-allocation of staff to undertake mandatory cross training and business improvement programs.

Quality based standards were maintained for the accuracy of information and action requests supplied to our internal business service areas. We achieved an accuracy rate of 98% resulting in greater efficiency by removing the need for unnecessary checking. This exceeded our target of 90%. The service centre also performed well in resolving customer enquiries at the initial point of contact with 97% of customer enquiries resolved without having to refer the customer to another officer in Council. This exceeded our target of 90%.

CUSTOMER SATISFACTION AND IMPROVEMENT

The online Customer Satisfaction Survey has been operating since December 2011 and in that time, more than 3,000 customers have responded with an overall approval rating of 79%. Customers cited an ease of contact, staff knowledge, and timely service as key positive indicators.

BUILDINGS IMPROVEMENTS

More than \$4 million was spent renewing buildings in 2012-2013 including some of Warringah's key facilities. This included the Curl Curl Sports Centre building and surrounds, Stony Range Pavillion, the extension to the Jane Try stand at Brookvale Oval, Collaroy Surf Life Saving Club and Swim Club building.

We also completed some major new building initiatives to improve the sustainability of our facilities. This includes the installation of more than 22 kilowatts of solar voltaic panels at eight surf life saving clubs and at Cromer Park, and the design and construction of the Brookvale Occasional Care Centre.

DATA SHARING

In a joint project with the Department of Planning and Infrastructure we now provide live data to the Electronic Housing Code website. More than 3.5 million elements of data relating to more than 60,000 parcels of land is transferred on a daily basis to the department's website and is used to approve exempt or complying development within 10 days.

NORTHERN BEACHES HOSPITAL

The sale of Council owned land for the new Northern Beaches Hospital site was completed in March 2013. This transferral of ownership of various parcels of Council land to NSW Health was critical to provide the required site size for the development of the planned hospital.

BUSINESS EXCELLENCE

The Australian Business Excellence Framework (ABEF) was adopted as Council's strategic framework to embed a culture of innovation and improvement. It empowers individuals to participate and take responsibility for improving the work they do to deliver quality and value-added services to the community. This year we established a Corporate Strategy in line with the ABEF. This strategy will guide the selection and prioritisation of actions and projects to improve our organisation over a four year period.

A focus for the year was identifying and documenting key processes across our organisation. This allowed us to increase our knowledge, retain our business intelligence and improve the outcomes achieved for our community.

As part of our commitment to excellence we trained 253 staff in programs relating to Business Excellence and improvement. Some 25 improvement activities were commenced with 10 implemented through the year. A highlight was the implementation of the Performance Management system identified as an opportunity in the Business Excellence Self Assessment. Other benefits for our community included reducing the volume of returned mail and increasing resources for our learn to swim programs.

NEW TECHNOLOGY

We have continued to introduce mobile technology to improve services and productivity. Lifeguards now use tablets in the field to complete and submit their daily beach and incident reports. Eliminating paper forms has improved accuracy and timeliness of the data and provided savings of \$6,300 per year.

Mobile technology will also be available to Roads Maintenance crews from 1 July 2013. Crews will be able to receive and update maintenance tasks in the field real-time. The system will be deployed to other areas such as Parks, Reserves and Foreshores in 2013-2014.

BUSINESS CONTINUITY

Our Business Continuity Program is now three years old. The program provides a sound platform for recovering from any event that may impact on our ability to deliver services to the community. All areas of the business have a fully functional business continuity plan and we can confidently prioritise getting the business back up and running following an interruption or unplanned event. Our critical Business Continuity Plans were tested throughout the year. Fortunately, there were few downtime issues experienced that impacted on delivery of services to the community.

ENTERPRISE RISK MANAGEMENT

Our Enterprise Risk Management Framework ensures that in making decisions we understand all the risks and are able to best control those risks that have the greatest potential to impact on service delivery, safety or severe financial outcomes. The framework is in the infancy stages but was integrated into key functions within Council in 2012-2013, such as project management, procurement, contract management, and our internal audit.

Good Governance

STRATEGIC CONTRIBUTIONS

Living Environment	31
Living Communities	42
Living Spaces	57
Living Enterprises	77
Living Organisation	87

\$7.2m

Total expenses
from continuing
operation

FAST FACTS

- 37 submissions made to our Draft Strategic Community Plan 2012
- 338 Council Resolutions
- 189 Ordinary Council Reports and 29 Confidential Reports (not including Notices of Motion, Questions on Notice and Recission Motions)
- 85 requests to address Council
- 13 Council meetings held and webcast, including two 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 INDICATOR

KPI	UNIT	TARGET	ACTUAL	INDICATOR
Residents satisfied with managing the impact of visitors to the area	Mean score	6.59	6.58	▬
Residents satisfied with encouragement of local industry and business	Mean score	6.33	6.12	▼
Compliance with statutory reporting requirements	%	100	100	●
% of formal complaints managed according to set timeframes and in accordance with guidelines	%	100	100	●
Scheduled projects completed (operational)	%	85	85	●

END OF TERM REPORT AND STATE OF THE ENVIRONMENT REPORT

In August 2012 an End of Term Report and State of the Environment Report was presented to the outgoing Council. The reports detailed progress against the Strategic Community Plan’s long-term goals for the years 2010-2012 and noted that progress had been made against each of the goals. The only notable impediments in the State of the Environment Report was the role and timing of the State Government in urban planning, which had implications for our Local Environmental Plan, Housing Strategy, infrastructure and transport. Both reports were considered in the development of the Community Strategic Plan 2023 and our four years Delivery Program.

COMMUNITY STRATEGIC PLAN 2023 AND NEW DELIVERY PROGRAM

We have partnered with the community to develop a new ten year plan for Warringah. The Community Strategic Plan is a fresh look at the community's aspirations for the area and contains a new Vision, six Goals and 22 Objectives for us all to work towards. The community’s aspirations were captured through three community workshops, six focus groups and a host of other engagement opportunities over a 12 month period.

As a key player in bringing the plan to life we have developed a four year Delivery Program outlining actions we will take to 2017. It includes major projects such as the Bus Rapid Transit system and the northern beaches hospital where we will need to work closely with the State Government and other stakeholders to improve public transport and create a new health precinct for the region. Progress will be reported annually and we will continue to revise our Delivery Program so you know what we are going to do over the four years.

LOCAL GOVERNMENT REFORM

As an industry, Local Government is in a state of transition. Major reviews over the last 12 months have looked at strengthening the effectiveness of Local Government so we can better serve our communities now and in the future. We have made a positive contribution to this debate participating in various forums and making submissions to the Independent Local Government Review Panel and the Local Government Acts Taskforce discussion papers.

The panel's preferred option is a single Council for the northern beaches. We support voluntary amalgamation if it provides better outcomes for the community and improves the performance and sustainability of the council. SGS Economics and Planning looked at options for our region and found a single Council for the northern beaches with Local Boards would save around \$375 million over 10 years and protect local representation.

We look forward to the release of the panel and taskforce's final reports later this year and to discussions with our community and neighbouring Councils about the future of our region.

SUSTAINABLE TRANSPORT STRATEGY

The draft Transport Strategy was released for public comment. Transport, particularly traffic congestion and public transport provision, are key issues raised by our residents. The draft strategy seeks to reduce private vehicle use and encourage public transport, walking and cycling for travel in Warringah by both the community and Council staff. The draft strategy will be adopted early in the 2013-2014 financial year.

MANAGING CLIMATE CHANGE

Climate change is one of the pressures which will challenge our aspirations to deliver the new Community Strategic Plan. Although Council's carbon emissions have been declining over the last two years there was a need to review and re-focus on actions to reduce emissions even further. Council's Environmental Sustainability Working Group developed an updated Roadmap which identifies actions to reduce Council corporate emissions by a further 2,240 tonnes. This will take us substantially towards our adopted target of a 40% reduction by 2020.

ENERGY AND WATER SAVINGS ACTION PLAN

The four year plan was revised and updated to include actions to 2016 to make our organisation even more energy and water efficient. The plan identifies projected energy savings of 6,430 gigajoules or \$128,000 per year and projected potable water savings of 22,500 kiloliters or \$40,000 per year.

COMMUNITY CONSULTATION

The 2013 community survey results showed that community consultation remains an important driver of overall satisfaction with Council. A number of initiatives support the development of community engagement skills for key staff. Some 20 staff completed the IAP2 certificate in public participation, taking the total trained to nearly 60.

Our new website, launched in May 2013, is a huge step in promoting community engagement across the business. The 'Get Involved' section includes details of all consultation projects with links to the project pages on the 'Your Say Warringah' site.

We continue to provide community engagement update emails to more than 2,200 people on our engagement register and another 1,600 registered on the Your Say Warringah site. Some 16 emails were sent during the year.

YOUR SAY WARRINGAH – COMMUNITY ENGAGEMENT PORTAL

The 'Your Say Warringah' platform continues to be our key engagement portal on projects. Close to 40 projects were promoted and we are updating project pages more regularly so you know what is going on. The site is popular, receiving nearly 85,700 visits from 28,000 individual visitors.

INNOVATIVE ENGAGEMENT TECHNIQUES

We are always looking at new ways of getting you interested and involved in local projects. Some innovative approaches included random telephone surveys for the Aquatic Centre Masterplan, a graphic artist listening and drawing people's ideas for the Community Strategic Plan, workshops for the Coastal Zone Management plan, walking tours and video for the Dee Why Town Centre Masterplan, going to bus stops and other places where youth gather for the Youth Strategy, and an online discussion forum for the Belrose Cultural Hub.

COUNCILLOR INDUCTION PROGRAM

Our new and returning Councillors participated in an intensive three month induction program to familiarise them with their role and issues confronting Warringah. The program included briefing sessions, a bus tour of Warringah, and specialised training session by external providers, the Division of Local Government and SHOROC.

PROMOTING BETTER PRACTICE REVIEW – DIVISION OF LOCAL GOVERNMENT

In February 2013, the Division of Local Government visited Council to carry out the Promoting Better Practice Review. The Review acts as a 'health check', giving Council confidence about what it's doing well and helping focus attention on key priorities. The final report is still to be issued but initial feedback from the division is that Warringah is a well managed and strongly performing organisation.

