

WARRINGAH COUNCIL

annual report

Bringing our vision to life

2011-2012



Warringah Council

How to Read This Report

This Annual Report compares our performance against what we said we'd do in the 2011 – 2012 financial year, which was outlined in our Strategic Community Plan 2011: 140,000 residents one shared vision.

Jetty: Leonie Niven - Warringah Art Exhibition entrant

Key

To ensure we meet our community's vision for Warringah we need to plan for and perform against our five Strategic Community Outcomes, which are outlined below. These provide a clear strategic direction and help ensure we are delivering real outcomes for our community and Warringah in the short, medium and long term.



Living Environment



Living Communities



Living Spaces



Living Enterprises



Living Organisation

Status

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



– statistically significant increase



– statistically insignificant change



– statistically significant decrease

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



– at least 90% of completion target achieved



– between 70% - 90% of completion target achieved



– less than 70% of completion target achieved



– action has been completed



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Depth of Field: Matilda Dumas - Warringah Art Exhibition entrant

OVERVIEW

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About Us

Who We Are

We are Warringah Council, a local government organisation that administers 152 square kilometres on Sydney's northern beaches.

Our History

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

Our Home

We are home to over 140,000 residents. We are a coastal community bordered by 14 kilometres of stunning coastline, which is the gateway to large estuaries and a further 6,000 hectares of natural bushland and open space.

What We Do

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

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

Our Purpose

You don't need eyes to see you need **vision**.

Our business is serving our community. We are not an organisation merely driven by box ticking – we aim to create added value through a strong commitment to everyday excellence.

At Warringah it's all about keeping a balanced perspective. One eye focuses on delivering high quality services to our community day in and day out. The other focuses on the bigger picture, using a holistic and integrated approach to planning and reporting.

Together they help bring our vision to **life**.

Our Corporate Vision

- Lead our community
- Protect our environment
- Create our future

Community Vision

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

Our Corporate Mission

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


Our Corporate Values

- Respect
- Integrity
- Teamwork
- Excellence
- Responsibility

Strategic Community Outcomes




Living Environment

 Read more on page 34




Living Communities

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


Living Spaces

 Read more on page 62




Living Enterprises

 Read more on page 80



Living Organisation

 Read more on page 90

At a Glance

Total expenditure

\$163.3m

2010-2011 \$160.7m

Total capital spend

\$28.9m

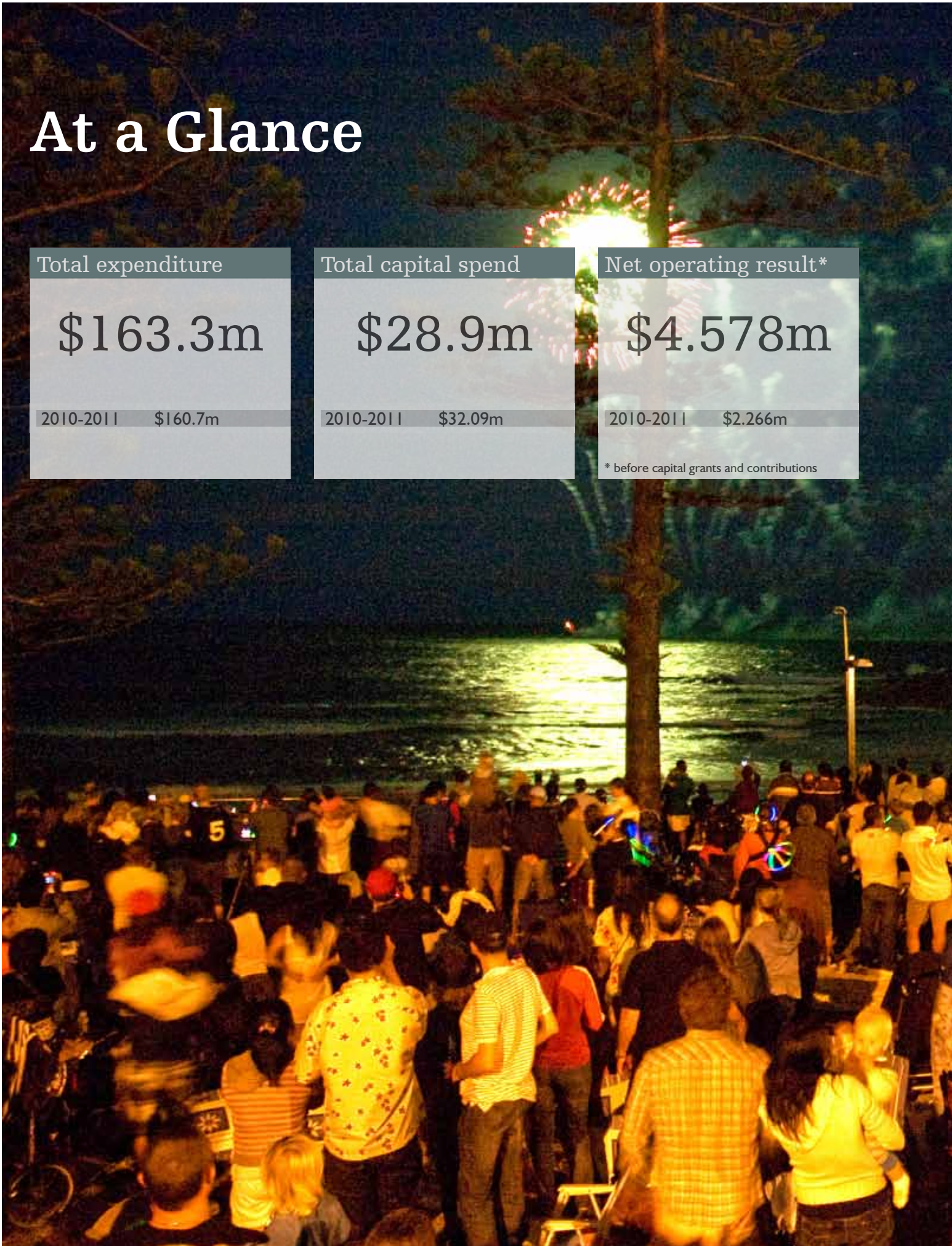
2010-2011 \$32.09m

Net operating result*

\$4.578m

2010-2011 \$2.266m

* before capital grants and contributions



% Actions completed*

82%

2010-2011 77%

* includes actions listed in Strategic Community Plan 2011 that were either completed or on schedule for completion at 30 June 2012.

No. actions completed*

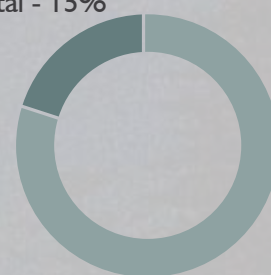
156

2010-2011 137

* includes actions listed in Strategic Community Plan 2010 that were either completed or on schedule for completion at 30 June 2012.

Capital vs. operational

Capital - 15%



Operational - 85%



Purpose of Annual Report

What is an Annual Report?

Far from being a mere legislative requirement the Annual Report is an opportunity for us to communicate our story, a snapshot of how we have performed over the 2011–2012 financial year. It's a medium that allows us to report back to our community how we performed against what we said we'd do.

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

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



What is a Strategic Community Plan?

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

- a ten-year strategic direction for Warringah,

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


The SCP brings our strategic and tactical planning documents together. Significant social, cultural, economic, environmental and political factors – including regional, state and federal plans and policies – are also considered, which helps position our planning within a much broader context, considers current and emerging community needs, and identifies key stakeholders and interdependencies which may affect delivery of appropriate services to our community over time.

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

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

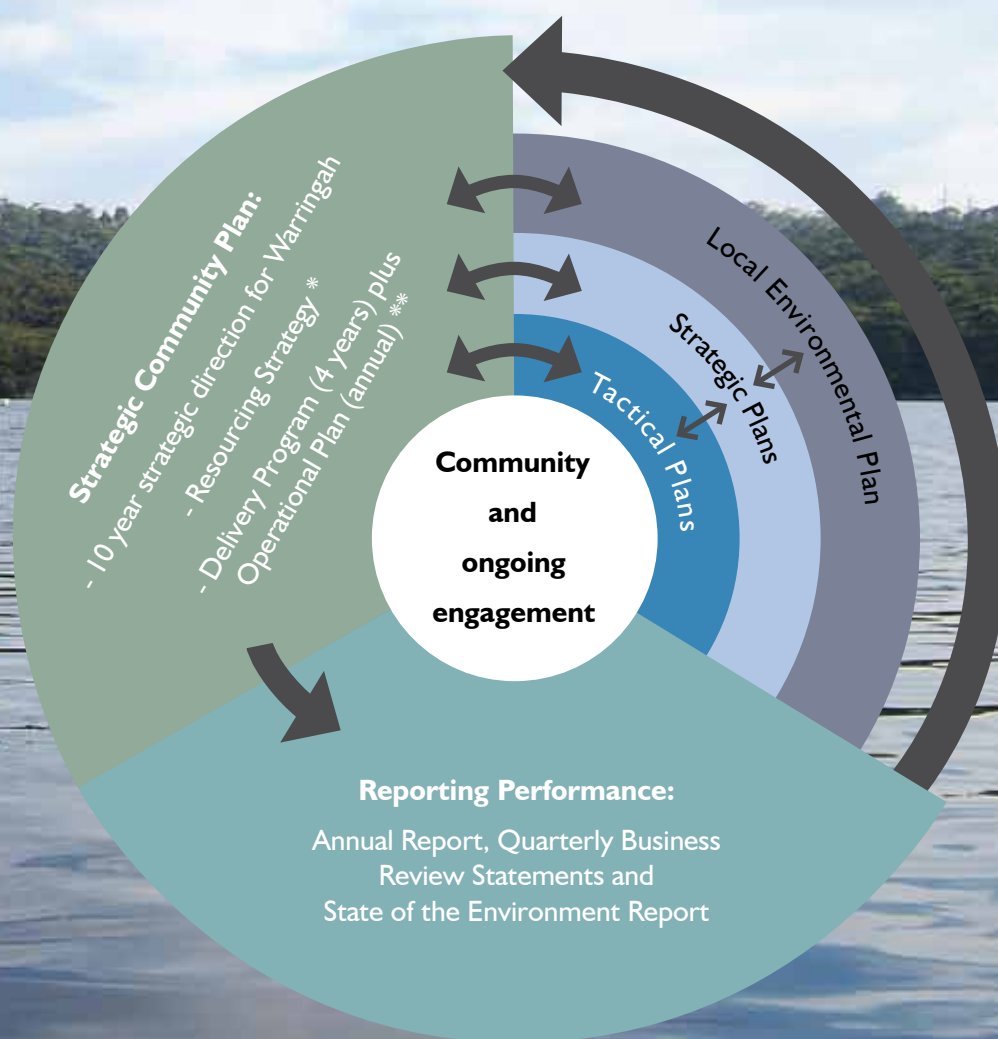
What is a State of Environment Report?

This Annual Report also incorporates Council's State of Environment Report (SOE) for the period 2010-2012. The purpose of the SOE is to report on progress towards achieving our environmental goals set in the SCP. It will be released at the end of every four-year Council term, though this initial one will only cover the two years that the SCP and its founding legislation have been operating.

The components of the SOE report are identified by this SOE icon . The SOE Report is in the Appendix and gives a snapshot of progress against eight goals. It also references pages in the annual report where more detailed information can be found. Previous SOE reports were prepared at a regional level by The Shore Regional Organisation of Council's (SHOROC) and released every year between 2006 and 2010 and can be found on our website at warringah.nsw.gov.au. Regional reporting will continue through SHOROC Health of the Region Reports starting in 2012.

What's our approach?

The diagram below illustrates our approach to planning and reporting.



* Financial Planning, Workforce Planning , Asset Management Planning, Risk Management

** Outlines how each of our 16 services will contribute towards achieving our Strategic Community Outcomes, Goals and Strategies. Includes: Key Activities and Programs, Key Initiatives, Budget, Capital Works and Key Performance Measures.

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

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

Mayor's Message

This report marks the culmination of four years work by myself and your other elected representatives on Council. I am grateful for the opportunity to serve the community and am proud to note our achievements. I hope you are pleased to see that, once again, your Council has ended the financial year in a healthy financial position. We have strategically invested for the future, completing nearly \$120 million of works on Warringah's infrastructure. And, because we mainly use local businesses, our local economy is better off.

Big projects we have completed in 2011-2012 include The Strand at Dee Why, Brookvale Oval upgrade, and stage one of the Narrabeen Lagoon Multi-use Trail. The successes of the Dee Why Beach New Year's Eve fireworks and Brookvale Show, both with huge attendances, have convinced us to make these regular annual events in the Warringah calendar.

We have also started community consultation about the long term opportunities for development at the Warringah Aquatic Centre and we've begun working to upgrade Collaroy and are on track to make the beach and retail area a world-class all-abilities precinct. Over our four-year term, we've built a new network of cycleways, doubled the budget for footpath maintenance and improved roads and bus facilities.

As a keen user of our sporting facilities I was aware of the need to improve both Council's relationship with sporting groups and the management of our sporting fields. We've worked hard to improve communication around sporting field usage, and provided groups with greater input into decisions relating to wet weather usage and future development. We've also invested more resources in the upgrade and maintenance of sporting fields to try and increase opportunities for usage. We would like to thank our users and sporting groups for their input and patience during this period of transition while we implemented these improvements.

I'm proud to announce that 1 July 2012 saw the official opening of the new surface at Cromer Park, which has become the site of Warringah's first synthetic field. It has been hailed as a breakthrough for local sports and is the best thing that has happened to football in Warringah since Lucas Neil. The field, known as Cromer 1, is also the first in Australia to have the

latest generation synthetic surface 'Fieldturf Revolution'. The field will take up to 60 hours play a week, more than double the usage of a similar grass surface, which is especially relevant given the battering our sports fields have taken due to the extraordinary levels of rain.

The rockpool improvements at South Curl Curl have finished. The renovation involved substantial restoration of the pool wall structures that had deteriorated over time due to extreme conditions, including ocean tides and swells. It also included improved stair access to the wading pool, new stainless steel handrails and a resurfacing of pool walkways with slip resistant coating. As the rockpool is heritage listed the look remains reminiscent but the hidden structural works will ensure it is maintained for Warringah's future. This is all part of our renewals program to refurbish our rockpools to ensure their longevity.



We are leading the way in excellence with numerous awards and recognition over our term, most for our sustainability achievements. Warringah Council has won four sustainability awards; been a finalist or highly commended for seven others, and received industry recognition for best practice at Warringah Aquatic Centre. Our State of Environment Report shows good progress against all our environmental goals, and we have recently finalised our Environmental Sustainability Strategy which sets further targets for improvement.

We continue to work together with our neighbours in SHOROC to achieve more for you. This regional cooperation has led to commitments on:

- A new Regional Waste Solution
- The Northern Beaches Hospital
- A feasibility study for a Bus Rapid Transit System.

Our hard working and vital community groups have not been forgotten. We've increased the funding for community grants and widened them to include architectural services and community gardens.

We greatly appreciate the work that our Strategic Reference Groups, Community Committees and volunteers have undertaken. We need strong committees for good governance and to ensure community involvement in our processes. We continue to review the structure of these groups to ensure they remain as effective as possible.

Finally, I would like to thank all our residents for the privilege and honour of being your Mayor for the past four years. I would also like to pay tribute to the staff of Warringah Council for their support, hard work and dedication in making these achievements possible.



Mayor Michael Regan

Recognition of Excellence 🌟

2008 Local Government Energy and Water Management Award – finalist – for energy and water conservation across our operations.

2009 Urban Environment Project Award - winner - Dee Why Wetland Restoration project.

2009 Environment Education Award – winner - Green with Env-E training program with TAFE.

2009 Water Conservation Award – finalist – for 47% reduction in water use at Warringah Aquatic Centre (WAC).

2009 Biodiversity Conservation Award – finalist - Manly Lagoon Riparian Rehabilitation.

2009 Excellence in the Environment Waste Avoidance Award – highly commended – Avoiding Food Waste

2010 Excellence in the Environment Waste Avoidance Award – highly commended – SHOROC e-waste ban and campaign.

2010 Community engagement - 3 awards for 'Talk of the Town: Warringah's Housing Future';

- Planning Excellence Award – winner

- International Association for Public Participation award – winner

- Local Government Managers Australia – highly commended

2011 Public Libraries Marketing Award – highly commended - Warringah Festival of Children's Literature.

2011 Sydney Greenspace Award – winner - Stage 1 Narrabeen Lagoon Multi-use Trail for environmental sensitivity, quality design and accessibility.

2011 Sustainable Procurement Award – winner - soy diesel initiative for Council's diesel fleet, reducing greenhouse gas emissions by 64 tonnes per year.

2011 Warringah Aquatic Centre is profiled as a high-achiever in water conservation in Sydney Water's Best Practice Guidelines for Water Management in Aquatic Leisure Centres. This recognises the practices that have helped us achieve water consumption that is 65% lower than seven years ago.

2012 Recognition for Development Assessment - Local Development Performance Monitoring report 2010-2011: One of the five most-improved councils, with the second-fastest average development application determination time in Sydney and one of the top-rating Sydney councils for number of development applications determined per staff member.

2012 Environmental Enhancement Initiative – Engineering Excellence Award – highly commended – Dee Why environmentally sensitive bioswale (pond and riffle by Dee Why Lagoon).

2012 Environmental Education Award – runner up – Keep Australia Beautiful Sustainable Cities Program – Love Food Hate Waste program

General Manager's Message

It's been another successful year at Warringah Council, capping off a productive four-year term of the elected Council. We continue to improve what we do and how we do it, we continue to maintain a strong financial position, we continue to play an important role at a regional level, and our community satisfaction rating is higher than ever at 79%. Importantly however we continue to make additional improvements and will not rest on what has been achieved to date.

Doing Business Better

We have undertaken a business excellence assessment to allow us to find out where we can improve to become a higher performing organisation. We've also introduced a Business Improvement Council to hear issues and ideas from staff across the organisation to promote service improvements. Business process mapping is being carried out to comprehensively document our ways of working to ensure key knowledge is improved, shared and retained.

Technology such as eServices and a Voice Over Internet Protocol (VOIP) phone system have been integrated to improve efficiency and allow residents to conduct their business with us quicker and easier, 24-hours-a-day. A revised customer service charter has been created and "good customer service" training has been delivered to all staff. As an organisation we now have an agreed standard of customer service and this will generate greater consistency across Council for our ratepayers and residents.

Finance

Efficiency improvements we have achieved this financial year include a reduction of staffing costs by \$1.3 million. In addition, we have made a \$347,000 saving over 2 years with a revised energy contract. We have positioned ourselves so that we are financially healthy despite financial uncertainty internationally. We generated a surplus in 2011-2012 and we anticipate a further surplus of approximately \$4.3m in 2012-2013, which has largely been earmarked to improve our waste system. Our sound financial position means that we have been able to postpone the need for any rate increase or change in service provision until 2015-2016. Our decision to remove the backlog of asset renewals will provide for long term sustainability and reduce the financial burden on future generations.



Service results

The dramatic turnaround in our Development Application processing times is testimony to the hard work and dedication of all staff. Warringah is one of only two Sydney councils to process the average Development Application in less than 50 days and is one of the top 5 most improved councils*

Regional Partnerships

Our partnership with the other SHOROC councils (Manly, Mosman, Pittwater and Warringah) has resulted in a solid platform for a regional approach to many important concerns. The announcement of the Northern Beaches Hospital and progress with studies into a Rapid Bus Transport system are tangible results.

A joint initiative with Pittwater Council has resulted in an Economic Development Strategy produced and adopted in collaboration with our business community. Warringah Council views economic development as a high priority and through this plan we hope to open up exciting opportunities that attract new investment, grow business, increase the profile of the region, and drive our economy.

We have also lead discussions on Local Government Reform and it is reassuring to see that this issue has been taken up by the NSW state government through their "Destination 2036" Steering Committee; we look forward to seeing progress.

Managing Risk

All areas of the business now have business continuity plans for their operations which means we are prepared to effectively get Council services up and running in the shortest time possible should any unplanned disruption occur.

Involving our Community

Effective community engagement is a vital part of local democracy and we are increasingly committed to effective consultations with the community. We have developed a community engagement framework and delivered comprehensive training to staff to reflect this commitment and will continue to put more resources into this crucial area. Our annual Community Survey, carried out in May 2012, found overall satisfaction with Council has increased significantly, from 57% in 2010, to 79% in 2012.

In the next year we shall be seeking community input to help us shape Warringah's Community Strategic Plan – which will set the template for our priorities and aspirations over the next ten years. Your views will shape that direction so please take part in the engagement process.

In closing I would like to thank the outgoing Council for their contribution to the improvements we continue to make as an organisation and I look forward to working with our new Council from September.

* NSW State Government Local Development Performance Monitoring: 2010-2020



General Manager, Rik Hart

Warringah in a Year

July

Warringah Art Exhibition
Guringai Festival
Bob Waterer Book Launch
Warringah's National Tree Day



September

Festival of Children's Literature
24/7 Youth Film Festival Screenings

October

Brookvale Show Centenary
Carers Awards
Freshwater National Surf Reserve
Plaque Unveiling
Rugby League Grand Final



February

SMH Sun Run
Cole Classic
Northern Beaches Music Festival 2012
Hilltop to Headland -
Warringah's Water Wonderland

March

Music in March Concert Series
Clean Up Australia Day
The Sun-Herald Surf Swim

May

Northern Beaches
Volunteer Expo 2012



August

Dogs Big Day Out
 Northern Beaches Business Expo
 and Business Awards
 Pub2Pub Charity Fun Run



November

Remembrance Day
 Stage Artz 10th Birthday
 Youth Congress

December

Christmas By The Beach
 New Year's Eve Fireworks

January

Duke's Day Festival
 Australia Day



April

Anzac Day
 Freshwater World Surf Reserve
 Plaque Unveiling
 Beachley Classic
 Warringah Classic Food & Wine Fair
 Youthfest

June

Freshwater Community
 Bank Pro
 Hilltop to Headland
 with Professor Tim Flannery
 Pathways to Employment Expo



How we Govern



Mayor and Councillors: Roles and Responsibilities

Dear resident,

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

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

Mayor Michael Regan

How are Councillors Elected?

Elections are held every four years to determine who will represent the interests of Warringah, its residents and ratepayers.

In 2004 a referendum was held to determine a preferred voting system - results determined that a popularly elected Mayor and three Councillors, for each of the three wards that make up Warringah, would be the new election method.

On 13 September 2008 Councillor Michael Regan was voted Warringah's first popularly elected Mayor.

When are the next elections?

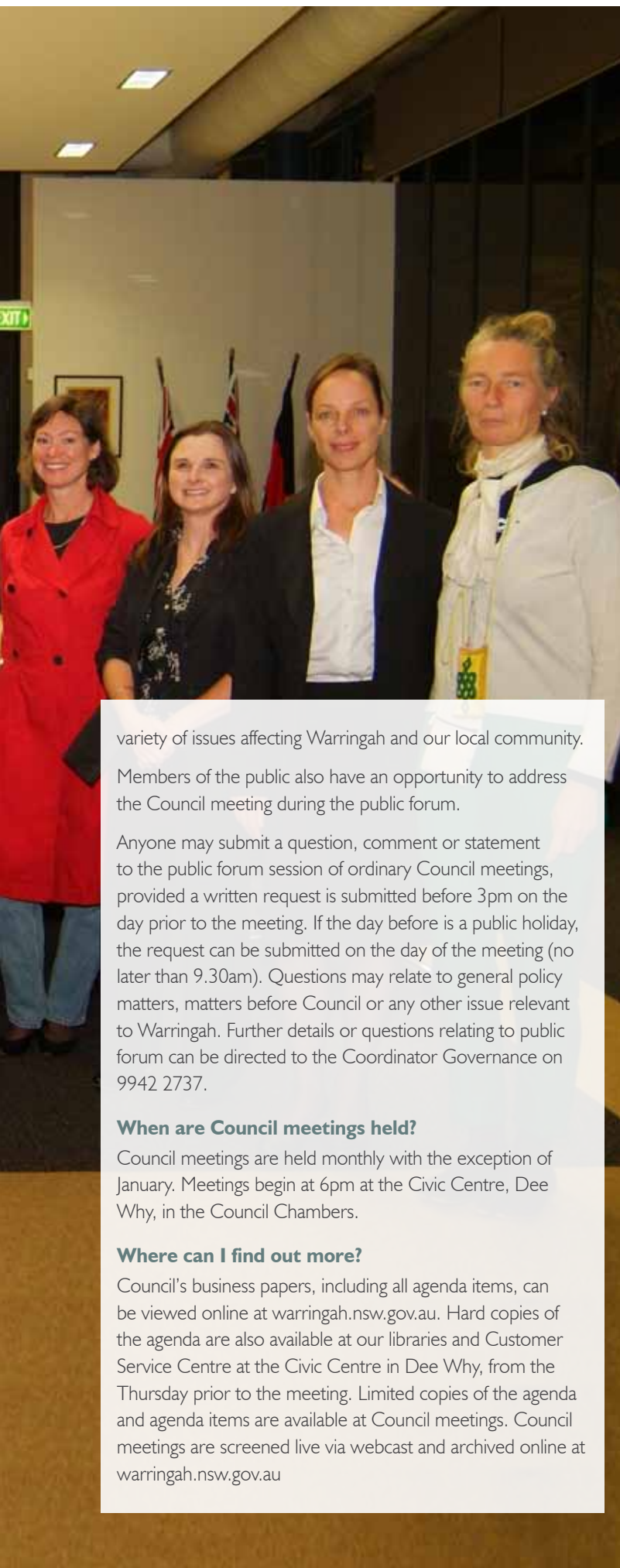
The next local government elections will be held on Saturday 8 September 2012 and will be administered by the NSW Electoral Commission. Persons registered to vote will go to the poll to elect a Mayor and nine Councillors, ie three Councillors for each ward. Candidate seminars commenced for prospective candidates in May 2012.

Who stands for Council?

Anyone who lives in Warringah or is a non-resident land owner can stand for Council. As in state government elections, a local government councillor can identify either as a candidate of a registered political party or as an independent.

What happens at Council meetings and who can attend?

Meetings, chaired by the Mayor, allow members of the public to see their Council in action. Councillors debate and vote on a



variety of issues affecting Warringah and our local community.

Members of the public also have an opportunity to address the Council meeting during the public forum.

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

When are Council meetings held?

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

Where can I find out more?

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

Your Mayor



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General Manager: Roles and Responsibilities

Dear resident,

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

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



Rik Hart, General Manager

Executive Leadership

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

Office of the Internal Ombudsman

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

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

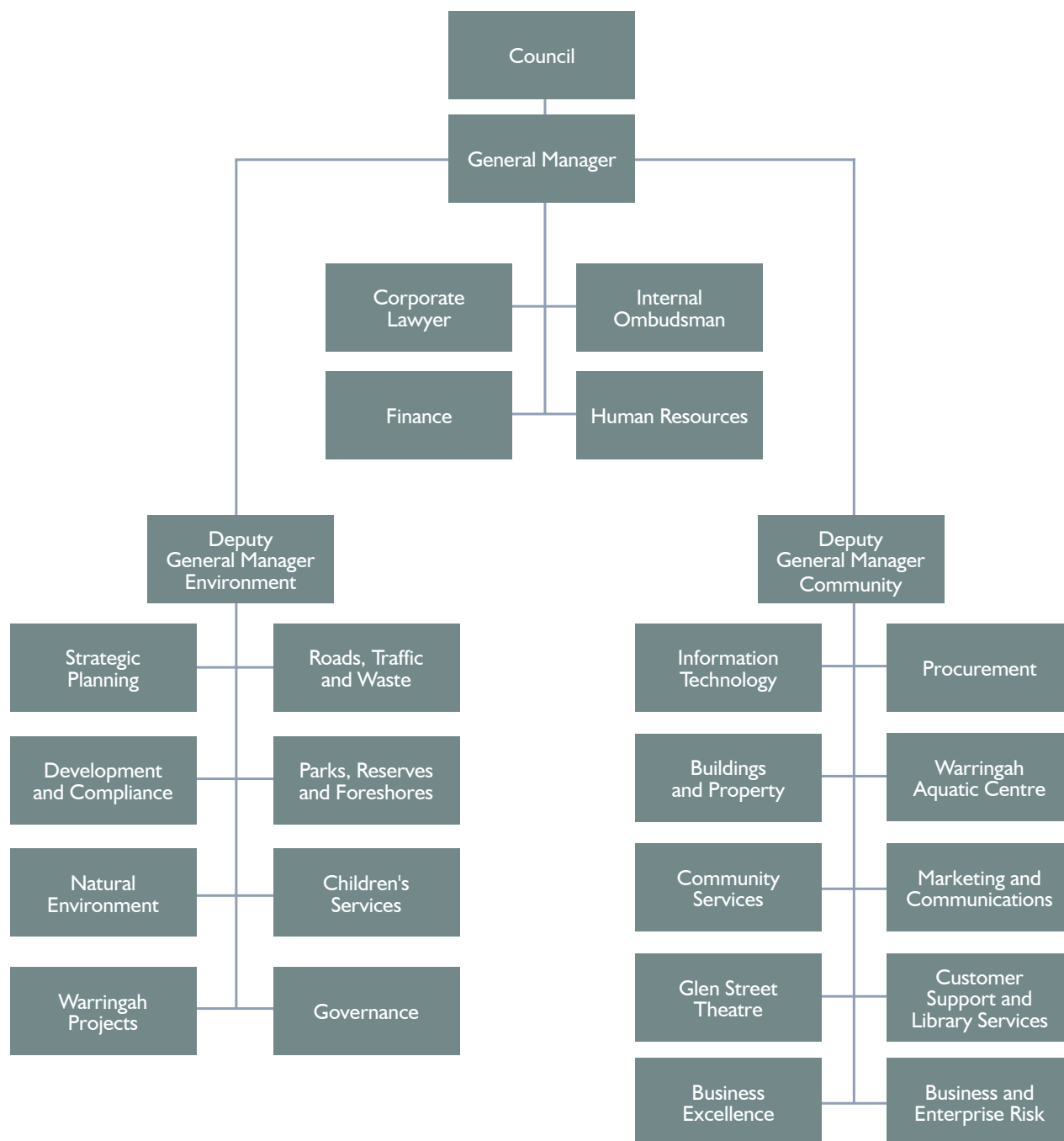
The Office of the Internal Ombudsman's main purpose is to ensure that all Council's dealings with the community are fair, transparent and accountable.

It seeks to ensure Council acts in the public interest and carries out all its business in an ethical and accountable manner.

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

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

Our Organisational Chart





Symphonies of Seaweed Collaroy: Heidi Hereth - Warringah Art Exhibition entrant

Our Regulatory and Operating Environment

In the following pages we take a step back and provide an overview of the environment we operated in during the financial year. In setting our strategic direction for 2011-2012 and beyond we considered a range of social, cultural, political and economic factors. We also monitored these factors closely throughout the year to ensure our organisation remained well positioned to execute its strategic direction and deliver what we said we would to our community - on time, within budget and with the most effective and efficient use of our resources.

We believe this contextual information helps our community and stakeholders to assess our performance, and also provides some insight into the factors we need to consider in planning for our future. We needed to abide by certain regulatory obligations, but some of the issues unique to local government and Warringah require us to find sustainable solutions for the immediate and longer term.



REGULATORY & OPERATING ENVIRONMENT

A broader look at the context we operate in.

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A More Sustainable Warringah

Council has set eight strategic directions in our new Environmental Sustainability Strategy to inspire change and guide our progress in the long term. These directions have a foundation in what we see as the key focus areas for a more sustainable Warringah.

We distinguish between two types of strategic directions:

Commitments – these targets relate to Council operations and are within our sphere of control. The targets are:

- 40% reduction in Council's corporate carbon emissions by 2020 (using a 2000 baseline)
- Support a 40% minimum reduction of carbon emissions in Warringah by 2020 (2000 baseline)
- 50% increase in neighbourhood food production and distribution by 2020 (using 2010 baseline)
- 80% less food waste in the general waste stream by 2020 (using a 2000 baseline)

Aspirations – these targets relate to areas where Council has only partial ability to influence outcomes and where partnerships with the community and other levels of government are critical to our success. The Aspirations are:

- Maintain and enhance local indigenous biodiversity in Warringah
- Maintain and enhance waterway function in Warringah
- Minimise the risk to life, property and the environment from natural hazards through partnerships with other levels of government and the community
- Protect the natural and cultural values of Council-managed lands while ensuring that visitor access and use is sustainable

Environmental education is a key tool to help our community achieve these aspirations.

These directions will be reviewed in alignment with our annual and four-yearly business planning cycles in order to ensure that progress towards these directions is measured and reported. Some of the targets are also supported by the NSW Government's Waste and Sustainability Improvement Payments scheme (WaSIP). We anticipate around \$450,000 will be devoted to sustainability projects in 2012-2013.

We have already made progress with a number of these directions. For example, our investment in energy efficiency measures means that our facilities use the same amount of energy in 2010-2011 as we did in 2005-2006 despite servicing a community that has grown by nearly 7,000 people.

Since 2009-2010 our greenhouse gas emissions have declined by around 5% due to investment in renewable energy technology and energy efficiency measures, and the purchase of GreenPower for our largest sites. While this reduction is a good outcome, we still have much work to do to achieve our goal of a 40% reduction in emissions by 2020. Our use of water has also declined by nearly 34% since 2004-2005, again due to investment in water efficiency technology and better water management of our facilities.

The implementation of a new four-year Energy and Water Savings Action Plan will drive further savings in energy and water.

Adapting to climate change impacts is a challenge that goes hand in hand with reducing our greenhouse gas emissions. We are building capacity for adapting to climate change in a range of planning and operational contexts including; flood studies, coastline hazard mapping, management plans and education.



Dog Ho: Julia Sample - Warringah Art Exhibition entrant

Social Justice Principles

What are Social Justice Principles?

To meet the diverse needs, wants and aspirations of our community we ensure social justice principles inform our planning. The NSW Government's social justice strategy identifies these principles as follows:

Equity – there should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

Access – all people should have fair access to services, resources and opportunities to improve their quality of life.

Participation – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

How do they inform our planning?

To help us understand and plan for the diverse needs, wants and aspirations of our community we produced a Social Plan in 2010. The Social Plan provides valuable demographic information and analyses key issues relevant to the following target groups:

- Children and families
- Women and men
- Young people
- Older people
- People with disabilities, including those with chronic illness
- Aboriginal and Torres Strait Islander people
- People from culturally and linguistically diverse backgrounds

General subject areas relevant to Warringah are also analysed, including:

- Community connectedness and community capacity building
- Community and safety
- Health and wellbeing
- Transport
- Community information provision
- Housing
- Recreation and cultural provision and development

Warringah Council Social Plan

Our Social Plan provides a wealth of information which can help inform future decision making. It defines 'how' we propose to improve social outcomes for Warringah and therefore helps guide 'what' we are going to do in the future. It also forms part of our broader integrated and holistic approach to planning and reporting, helping us to negotiate often complex interdependencies for the benefit of our community. Take a look at the Social Plan on our website for a comprehensive account of local community needs and the kinds of strategies we have in mind to address these.

State and Regional Directions

As a local government organisation we operate within a much broader social, cultural, political and economic environment. We need to negotiate a range of factors to successfully plan for our future. On the following pages we discuss our regulatory and operating environment and some of the issues unique to local government or Warringah.

Planning Collaboratively for the Future

When it comes to planning we need to be mindful of the broader context and impact. Our planning is subject to regional, state and federal priorities and we have to plan accordingly taking into account this framework and our community's needs.

State Plan - NSW 2021

The new State Government was elected in March 2011 and released its State Plan "NSW 2021" in September 2011. It defines the overarching goals that will shape state policy over a ten-year period, driving the actions of government agencies in areas such as health, education, transport and economic development.

Priorities in NSW 2021 include improving the economy and cost of living; jobs and skill development; investing in critical infrastructure; and improving local environments, community life and transport. The government has been working with local councils, Regional Organisations of Councils (ROCs) and communities to develop local and regional action plans to deliver priority needs for each area. The final regional action plans are expected to be released in mid- 2012.

Metropolitan Planning

The new government will be changing a number of central aspects of the planning system. Provisions for state significant development (Part 3A) have been repealed, and a review of the planning legislation is underway.

The Metropolitan Plan from the previous State Government is under review, with an updated Plan due for release in late 2012. This will detail housing and employment growth targets across Sydney, with likely areas for housing to include greenfield sites and metropolitan areas well-served by public transport.

Regional Directions

SHOROC Councils include Warringah, Pittwater, Manly and Mosman – the Shore Regional Organisation of Councils. They undertake collaborative planning and service delivery for the mutual benefit of the councils and their communities. We provide a contribution of \$138,000 per year to the resourcing of SHOROC. The benefits include savings from joint tendering and contracting, as well as planning and advocacy to state and federal government for our region's needs.

All four councils have developed and endorsed a SHOROC regional strategy "Shaping our Future", with directions and priorities on transport, roads, health services, housing and jobs. An accompanying sustainability plan addresses the natural environment, waste, energy, transport, development and climate change.

A number of initiatives have arisen from this, including work towards a common waste service by 2014. The strategy also assists in gaining state and federal government support for the region's needs such as feasibility studies on a Rapid Bus Transit System for the northern beaches, input into other transport infrastructure planning, and developing local and regional action plans with the new NSW government.

Local Infrastructure

The new State Government will prepare a 20-year State Infrastructure Strategy. This will include a review of each local government area examining the backlog of local infrastructure, to obtain the best information on where investment is needed. The new Metropolitan Plan will also link with plans for transport, roads, health, employment and other infrastructure. The government will establish a Local Infrastructure Renewal Scheme to subsidise local councils for upgrading of infrastructure for roads, community halls, libraries, parks, sports grounds etc.

Destination 2036 – Local Government Reform

The State Government is working with NSW Councils to shape the future of local government over the next 25 years. During 2011 the government released the "Destination 2036" discussion paper and conducted a forum with all NSW Councils, which led to the development of an action plan. The Destination 2036 Action Plan focuses on key areas of service delivery, governance, financial sustainability, structures and strong relationships with the State government. It will help drive major reviews of the Local Government Act and planning legislation.

Most of the tasks under the Action Plan will be undertaken by the NSW Local Government Division and local government peak bodies, though councils and ROCs will be involved in reviewing shared services, local and regional plans and grant funding. Warringah Council continues to be active in the reform process and initiatives to improve financial sustainability, improve regional shared services, commercialise selected services, and explore amalgamation and corporatised councils.

State and Local Government Responsibilities

Key Responsibilities

To help contextualise our regulatory and operating environment we have put together this table. It identifies key issues for our community and outlines the roles of the State Government alongside our own.

Traffic and Transport	State	Local
Strategic transport planning to accommodate projected housing and population growth on the peninsula (e.g. designated bus lanes).	✓	✓
Plan for and improve the efficiency of the state road network (e.g. Spit Bridge improvements).	✓	
Advocate for efficiency of the state road network.		✓
Provide grant funding for local roads.	✓	
Maintenance of state roads (e.g. Warringah Road, Mona Vale Road, Pittwater Road, Forest Way, Condamine Road) and planning to reduce congestion.	✓	
Maintenance of local roads and planning to reduce congestion.		✓
Provision and maintenance of traffic lights and road regulatory signage (e.g. give way, speed limits).	✓	
Construct traffic calming devices on regional and local roads (e.g. speed humps, pedestrian crossings etc) to reduce speed and improve safety for pedestrians and other road users as approved by the Traffic Committee.		✓
Road safety education.	✓	✓
Liaise with the Roads and Traffic Authority, the police and other key agencies to improve road safety and the efficiency of the road network.		✓
Operate Sydney Buses and manage regional bus contracts (e.g. Forest Coach Lines).	✓	
Liaise with State Government and bus operators about service gaps in public transport.		✓
Provision and maintenance of infrastructure that supports the efficiency of the bus network i.e. provision of bus shelters and seats.		✓
Promote public transport as a way of reducing congestion and impact on the environment.	✓	✓
Enforcement of road rules e.g. speeding, load limits.	✓	
Enforcement of load limits in local streets (e.g. 4 tonne load limit).		✓
Enforcement of on and off-street parking restrictions.		✓
Provision and maintenance of Council off street car parks.		✓

Bike paths, Cycle ways and Footpaths	State	Local
Provide grant funding for bike paths, cycleways and footpaths.	✓	
Promote and plan for cycleways, bike paths and footpaths as alternate modes of transport.	✓	✓
Plan for interconnected networks of cycleways, bike paths and footpaths across Warringah and the region ie Bike Plan and Pedestrian Access and Mobility Plan.		✓
Maintain and build new cycleways, bike paths and footpaths associated with state roads.	✓	
Maintain existing pavements and bike infrastructure.		✓
Build new sections of bike paths, footpaths, cycleways and associated bike infrastructure.		✓

Utilities – energy (electricity and gas), water & sewerage	State	Local
Plan and deliver new energy, water, and sewerage infrastructure to meet service gaps and/or increased loads from business, housing and population growth.	✓	
Plan for improvements to the stormwater network in response to local flooding or development.		✓
Maintenance and renewal of the stormwater network including sweeping of streets and clearing of pits and pipes.		✓
Operation of public corporations that provide energy, water, and sewerage.	✓	
Education programs and incentives to reduce consumption of energy and water.	✓	
Information and education programs for households to reduce energy and water consumption that complement the state's program.		✓
Water and energy savings initiatives to reduce our overall usage ie installation of water tanks at the Warringah Aquatic Centre.		✓
Paying for street lighting and lighting in public places.		✓
Installation and maintenance of street lighting and lighting in public places.	✓	
Working with the energy provider to determine safety lighting needs in streets and public places.		✓
Lopping of street trees under power lines ie trimming.	✓	
Removal and trimming of trees on public land.		✓

Health services	State	Local
Development of public health policy.	✓	
Provision and planning for state wide public health services and infrastructure (e.g. public hospitals, ambulance service, the new Northern Beaches Hospital).	✓	
Work with the community to identify gaps in health service / emerging health needs within Warringah and advocate for solutions on behalf of our community.		✓
Ensure land use plans provide appropriate locations for health services.		✓
Health promotion and education.	✓	
Provide an information and referral service on health issues to target groups in the community (e.g. youth and aged).		✓

Law Enforcement	State	Local
Provision and management of NSW Police Force (primary law enforcement agency in NSW) to: <ul style="list-style-type: none"> • prevent, detect and investigate crime • monitor and promote road safety • maintain social order (eg dealing with noisy parties and drunk and disorderly conduct) • perform and coordinate emergency and rescue operations. 	✓	
Provision of Council Rangers, Building Surveyors, Environmental Health Officers and Development Control Officers who enforce compliance and issue infringement notices relating to: illegal parking (on and off street parking), abandoned vehicles on public streets, dog attacks, illegal building work, unauthorised land uses, environmental, public health and safety breaches.		✓
Issuing and revoking licences for restaurants, clubs and pubs to serve alcohol, including conditions of operation.	✓	
Working with relevant agencies to develop and implement crime prevention initiatives.		✓

State and Local Government Responsibilities

Residential and commercial development	State	Local
Development of state, regional and sub-regional planning strategies.	✓	
Provide growth targets for residential and commercial developments (eg Metropolitan Strategy).	✓	
Establish State Environmental Planning Policies (SEPP) to address significant issues of the state and for the people of NSW. SEPPs override council local environmental plans.	✓	
Approve development applications that are significant to the state of NSW and its residents.	✓	
Assess and determine development applications in accordance with the Local Environmental Plan, Development Control Plan and SEPPs.		✓
Hear appeals against Council decisions on development applications (Land and Environment Court).	✓	
Provide a standard framework for councils to develop local land use plans (eg Local Environment Plan and Development Control Plan).	✓	
Approve local land use plans (eg Warringah Local Environmental Plan).	✓	
Develop local land use plans for Warringah (eg Local Environmental Plan and Development Control Plan) that define the activities (eg residential, commercial uses) and the structures that can be built on the land. The Local Environmental Plan needs to accommodate growth targets for business, housing and population growth set by the State Government.		✓
Adopt Development Control Plans.		✓
Accredit private certifiers to oversee compliance with development conditions and construction certificates (Building Professionals Board). Investigate non-compliance with approvals that they have been appointed to oversee.	✓	
Ensure compliance with development consent conditions when Council is appointed the principal certifying authority. Where a private certifier is appointed principal certifying authority Council reports any breaches of approval to the Building Professionals Board – State Government.		✓

Environment	State	Local
Natural resource management (policies, plans and education) eg biodiversity, climate change, adaptation and mitigation, coastal zone, floodplains, waterways, water cycle and heritage.	✓	✓
Protecting native animals and plants, including threatened species, tree preservation orders and development conditions of consent.	✓	✓
Managing national parks, aquatic reserves, intertidal protected zones and crown land.	✓	*
Managing local reserves and lagoons eg water quality, biodiversity, bush regeneration, weeds and pests, fire, recreation and access.		✓
Pollution (water, air, noise and land) by a licensed industry and premises, vehicles, dangerous goods, boats and ships; algal blooms and fish kills.	✓	
Pollution (water, air, noise and land) on all unlicensed premises including residences, small business and development sites.		✓
Drinking water quality and supply, and sewer overflows.	✓	
Waste collection, recycling and cleaning of streets and facilities.		✓
Waste – illegal dumping.	✓	✓

* Long Reef Aquatic Reserve is jointly managed with the National Parks and Wildlife Service, to protect wildlife from dogs, illegal harvesting of fish and shellfish and other activities.

Our Community and Housing Needs

What are the Current Trends?

Australia's population is ageing with people living longer due to improved health-care. The proportion of Australians aged over 65 years has grown from approximately 8% in 1970 to around 14% in 2011, and this figure is expected to increase to around 25% by 2042.

In Warringah the number of residents aged 65 years and older is 1.5% above the national average and the number of Warringah residents over 85 years has increased significantly since 2006. On the flip side, our younger adult population is still in decline. The 2011 census data shows a further decrease in our young working age population (those aged between 20 and 34) since the last measure in 2006.

While the two-parent family remains the most common in Warringah, the trend for smaller households continues. Since 2001 there have been increases in one-person and two-person households, and 2011 has also seen a marked increase in lone parent households when compared to figures in 2006.

Although detached separate houses remain the most prevalent housing structure in Warringah, ABS Census data reveals that medium and high density households have also increased. There has been a 40% increase in the number of four or more storey unit blocks, amounting to over 1,000 additional units of this density type since 2006. This means that nearly 50% more residents (about 2,200) are living in a four or more storey unit block than in 2006.

What does this mean for Warringah?

Since Warringah's demographics are changing, so too are the needs of our residents and the type of housing people want for themselves and their families. Throughout people's lives their lifestyles and housing needs change and we need to accommodate this through appropriate planning. We need to respond to our changing demographics and facilitate housing types to meet the different household needs associated with an ageing population, single parent families and families with fewer (or no) children. For example, attractive, medium density dwellings (such as courtyard homes, villas and row dwellings) may be a suitable option for smaller household types.

Work commenced on a new Housing Strategy for Warringah. In June 2011 Council resolved to withdraw the Draft Housing Strategy and undertake no further work on it until the State Government confirms Warringah's dwelling target of 10,300 and provides a commitment to funding additional infrastructure to support the new development.

Metropolitan Plan

The Department of Planning and Infrastructure has recently advised that it is reviewing the Metropolitan Plan from the previous State Government. An updated Plan is scheduled for release in late 2012. Though the previous Plan set targets for our region as a whole, it is expected that the updated Plan will address each council area, setting out the forecast growth in housing and employment for Warringah.



Coastal: Mary Rafter - Warringah Art Exhibition entrant

Transport

What's the Challenge?

Traffic congestion and poor public transport links remain a major local issue. In the last four Annual Community Surveys, residents overwhelmingly singled this out as a major challenge for Warringah over the next five to ten years.

The congestion on our roads reflects our heavy reliance on motor vehicles. The Bureau of Transport's 2007 Household Travel Survey indicates that 75% of travel trips made by Warringah residents were by private car. At present our road network struggles to accommodate this level of private vehicle use.

While there are a range of contributing factors, people choose to commute by private vehicle in part because there are a lack of alternative forms of transportation.

Improvements have been made to increase the efficiency of the public transport system on major arterial roads, including works at busy intersections and bus priority lanes. However, the current system does not adequately service all of Warringah nor operate at times convenient to commuters.

Another important factor is our geography. With only three road entry and exit points to the northern beaches peninsula (Mona Vale Road, Warringah Road and the Spit Bridge), appropriate and regionally supported approaches to long-term traffic and transport management are essential. If Warringah's increase in dwelling and employment targets is maintained in the Metropolitan Plan (currently under review) this will add a new dimension and pressure to our already existing transport challenges.

Meeting the Challenge

The NSW Government is developing a new long term transport masterplan, including a 12-month consultation process, that when released in late 2012 will detail how they will tackle transport priorities for NSW. The NSW long term transport masterplan will be a comprehensive strategy for all modes of transport across NSW. The plan will identify a clear direction for transport over the next 20 years, building on current commitments which are underpinned by a \$13.1 billion investment in roads and transport in the 2011-2012 budget.

The plan will address key challenges that face the state around the areas of population growth, job creation, increasing housing supply and the need for a freight and public transport network that maximises the benefits to the economy and aligns with land use strategy. The four SHOROC councils have agreed that the construction priorities are a bus rapid transit system and targeted road upgrades for our major arteries. The new masterplan needs to commit funds for immediate construction of these critical infrastructure needs.

Transport and traffic priorities agreed in the SHOROC regional strategy *Shaping Our Future* include:

- A bus rapid transit system to link Dee Why to Chatswood, Ryde and Sydney CBD
- A bus rapid transit system to Sydney CBD from Mona Vale with a dedicated peak hour median bus lane and a new underground interchange at Neutral Bay to service buses from Sydney's North West and the SHOROC region generally
- Road upgrades for Mona Vale Road, Wakehurst Parkway and the Warringah Road intersections with Wakehurst Parkway and Forest Way

Council is also preparing a Sustainable Transport Strategy. This will complement the SHOROC regional strategy and will seek to increase travel trips in Warringah undertaken by foot, bicycle or public transport.

There are six imperatives to be addressed if transport is to play a role in delivering a more sustainable Warringah:

- A need to reduce our ecological footprint and greenhouse gas emissions (to which transport is a major contributor) and to mitigate and adapt to the effects of climate change
- The projected arrival of peak oil, which is likely to lead to significant increases in fuel costs and the cost of living
- Addressing the transport infrastructure needs of a growing population which could approach 170,000 by 2031, by encouraging a major shift in travel mode choice

Northern Beaches Hospital

- A need to encourage self containment of jobs, goods and services and local economic prosperity and provide affordable living opportunities through integrated land use and transport planning
- The passion and commitment of the Warringah community to protect the attractive lifestyle values of the region
- Council taking a leadership role in relation to promoting and encouraging staff to utilise more sustainable commuting and business travel modes

Clearly a quantum change is required if Warringah is to take a more sustainable transport path.

Such a path must achieve greater use of public transport, walking or cycling. Wider ranging, more frequent, reliable and efficient public transport services which are integrated with improved walking and cycling networks and activity centres and nodes are essential. In this respect, priority actions outlined in the Warringah Bike Plan (2010) and Warringah Pedestrian Access and Mobility Plan (2011) will also continue to be implemented by the 2012-2013 budget.

Better transport services also need to be coupled with promotion, marketing and education about the issues associated with transport planning and the benefits of shifting personal travel choices towards more sustainable transport forms.

Northern Beaches Hospital

In March 2006 the NSW Government announced that Frenchs Forest would be the home for a new hospital. The Northern Beaches Hospital is proposed to be constructed on the north-west corner of Warringah Road and Wakehurst Parkway. Since the announcement, progress on planning for the hospital has been slow.

The 2011-2012 State Budget allocated \$9.2 million to commence stage one of the Northern Beaches Health Service on the Frenchs Forest site and associated works at Manly and Mona Vale Hospitals. The budget also stated that as of 30 June 2012, \$4.8m has been spent by the NSW Government on the planning of the hospital. Council has been approached by the State Government to purchase Council land on the site proposed for the hospital.

We will continue to monitor the progress of the Northern Beaches Hospital and seek a genuine whole-of-government approach to planning and project delivery. This includes improvements to the Warringah Road – Wakehurst Parkway intersection.



Gadyan: Fiona Chaplin - Warringah Art Exhibition entrant

Annual Community Survey

What and Why?

Each year we conduct a community survey to measure residents' overall satisfaction and identify which services the community believes are most important. Annually, some 600 Warringah residents are randomly selected to take part. We see this as an integral part of our decision making process as it helps ensure that the views and perceptions of our community inform our strategic planning, quality improvement processes and ultimately the delivery of services.

The most recent community survey was conducted in May 2012, involving 600 randomly selected Warringah residents. This information provides valuable insights into the needs and priorities of our residents, and is a good basis for further engagement, consultation and research.

Major Issues of Concern 2011

Maintaining and expanding the capacity of infrastructure	30%
Development issues	25%
Traffic management	9%
Improvement of roads, including footpaths and cycle ways	9%
Population growth	7%
Environmental issues	7%

Major Issues of Concern 2012

Traffic management	12%
Transport	12%
Development issues	11%
Housing	6%
Population growth	6%
Roads	6%

Overall Satisfaction

Overall satisfaction has increased significantly over the past few years from 57% in 2010, to 67% in 2011 and now 79% in 2012. This is the highest satisfaction level since we have been measuring satisfaction in 2002. The table below shows trends in overall satisfaction over time.

The main contributing factors to the overall increase in satisfaction are the increase in satisfaction with the Councillors and Mayor, along with the increased satisfaction with community consultation, information and responsiveness, Council staff and many (19) of the 45 key services and facilities offered by Council.

The number of satisfied residents, scoring Council more than 6 out of 10, has increased to 79% of respondents.

Year	Survey % Satisfied
2002	60%
2007	69%
2008	67%
2009	69%
2010	57%
2011	67%
2012	79%

Warringah's mean score for overall satisfaction of 6.6 out of 10 is above the NSW average satisfaction score of 6.5.

Survey	Mean Score
Warringah	6.6
NSW average	6.5
NSW - best	7.0
NSW - worst	5.5
Warringah 2011	6.0
Warringah 2010	5.9

Individual Council Services and Facilities

Overall the 2012 results indicate we are providing many of the services and facilities rated as important by residents at a satisfactory level or above. Of the 45 services and facilities rated, 19 services and facilities showed increased satisfaction levels and only one area showed a decrease.

However, in-depth analysis of importance and satisfaction results, and drivers of overall satisfaction with Council, has revealed a number of priorities for improvement including:

- Consultation with the community by Council
- Council responsiveness to community needs
- Information on Council services
- Maintaining major roads
- Managing residential development
- Traffic management
- Development approvals process
- Council operates in an environmentally friendly way

Staff and Councillor Performance

Some 82% of residents who had contact with Council staff indicated they were satisfied with their overall performance. The overall mean satisfaction rating for staff was 7.54 (out of 10), which was above the 2011 (7.25) result and on a par with the external benchmark mean of 7.5 for the NSW comparison group.

Building on the increase in 2011, there was once again a significant increase in satisfaction with Councillors and Mayor (75%) compared with 59% in 2011 and 45% in 2010. This is the best result since this measurement commenced in 2007. The overall mean satisfaction rating with Councillors was 6.5 (out of 10) which is above the 2011 result of 5.8 and above the Micromex benchmark for Councillors of 5.6.

Community Connectedness

Warringah residents continue to feel they live in a safe community with increases in most of the measures. The vast majority of survey respondents (96%) stated they feel safe in their own homes. Furthermore, 89% felt they could call on a neighbour or nearby relative if they needed assistance.

Warringah residents appear to have a relatively strong sense of community connectedness with 91% of residents agreeing their neighbourhood is a friendly place to live, whilst 85% of survey participants felt strongly they belonged to the community they live in.

Warringah residents also have a strong sense of local identity, with 92% of survey respondents agreeing they are proud of where they live.

Future Outlook

The results of the survey will be a key input in the development of the new long term Community Strategic Plan and assist the new Councillors in determining priorities for the future. The results will also inform our business improvement processes.

Strategic Community Plan 2011

Community Engagement

Our Strategic Community Plan (SCP) is a rolling plan that is updated and refreshed on an annual basis. Therefore, a community consultation exercise with residents and other stakeholders is undertaken every year to coincide with the refresh process. In early 2012, a draft SCP 2012 was developed out of the then existing SCP 2011 with further input provided by the annual Community Survey 2011, advice from officers working 'in the field', and desktop research.

During April and May, Council exhibited the Draft Strategic Community Plan 2012.

This included:

- Posting a summary brochure and questionnaire to every household in Warringah
- Public exhibitions at various locations
- A web-based exhibition on Council's website
- Provision of an online discussion forum on Council's website
- Hosting two community meetings to allowing residents to ask questions and to make a public address to Councillors.

Submissions

We received a total of 37 submissions including:

- Summary brochure feedback forms (hard copies received via post)
- online forms
- letters and emails

We read each submission. Where appropriate, responses to questions in the feedback forms and other issues raised, in both feedback forms and separate submissions, were collated and assessed.

We conducted a qualitative analysis of all individual comments and like comments/issues were grouped for staff comment. This helped us identify recurring themes and issues raised by our community, assisting also to determine Warringah's strategic direction over the next four years.

Service Levels and Underlying Budget Assumptions

To help ensure our community was informed about what Council was proposing for 2012-2013 we distributed a summary brochure to households in Warringah. This provided details of our draft budget and gave opportunities to provide Council with feedback. The summary brochure was also available online and could be accessed via our website.

The summary brochure provided information on key assumptions underlying our draft budget – growth in rates, employee expenses and materials and contracts – and demonstrated how any one of the assumptions could have a material and compounding impact on our long term financial sustainability.

Future Planning

Submissions received helped inform Council's decision making in finalising the Draft Plan and formally adopting the final Strategic Community Plan 2012. To read more about specific changes made to the Draft Plan visit our website warringah.nsw.gov.au






The Dinner Party: Cam Lavac - Warringah Art Exhibition entrant







Scene Deux: Jackson Davies - Warringah Art Exhibition entrant

Status

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

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

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

-  – at least 90% of completion target achieved
-  – between 70% - 90% of completion target achieved
-  – less than 70% of completion target achieved
-  – action has been completed



COMMUNITY OUTCOMES

Detailed account of our performance against what we said we'd do.

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



ENVIRONMENT

Living

A community that values the natural environment, protecting its health and diversity

Key Services

Compliance Services	116
Kimbriki Environmental Enterprises Pty Ltd	130
Natural Environment Services	132
Parks, Reserves and Foreshores	136
Roads, Traffic and Waste	140
Warringah Aquatic Centre	148
Corporate Support Services	150
Good Governance	154

Key Contributors	Advocate	Funder	Service Provider	Regulator	Partner
Warringah Council	•	•	•	•	•
NSW Office of Environment and Heritage		•	•	•	•
Environmental groups	•		•		•
Other government agencies and departments		•	•	•	•
Community groups including volunteers			•		•

Our Goal

I.1 Protecting the natural environment so it is healthy and diverse

Our Strategies

- Maintain the diversity of natural environments at their current levels or better
- Manage Warringah's catchments, waterways and marine environments in a sustainable way
- Ensure Council is recognised as a leader in corporate sustainability

Measuring progress against this goal is challenging as there are a range of scientific options available to monitor progress, and because of the costs involved in extensive monitoring.

We identified three indicators to measure our progress towards this goal:

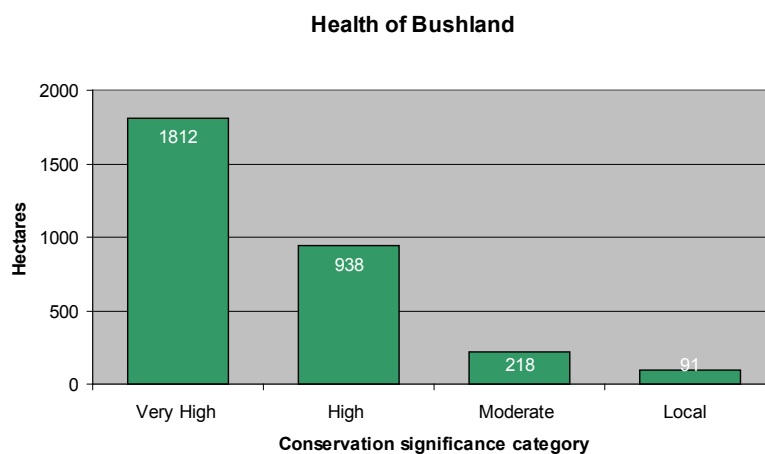
- Health of bushland
- Water quality

Community Sustainability Indicators

Health of Bushland

What do we measure?

Annual number of hectares (ha) that can potentially be lost from each of the bushland conservation significance categories. This will be based on the amount of bushland included in approved development applications with next year 2012-2013 as the baseline.



Warringah has over 3,000 hectares of bushland outside of national parks. The Warringah Biodiversity Conservation Study (WBCS, prepared in 2011) indicates that 59.2% of this habitat has very high conservation significance, whilst only 3% fits into the lowest category (of local conservation significance only). The WBCS provides an innovative approach to bushland management and is helping Council to prioritise areas for management:

- Council's planning controls seek to direct loss away from areas of higher conservation significance
- Long term bushland regeneration seeks to maintain current vegetation condition and habitat in good areas and in some cases enhance the habitat value of bushland of moderate conservation significance
- There have been good gains in threatened species finds and recovery, fire regime management, control of weeds and feral species
- Increased protection of habitats through Wildlife Protection Areas, fencing and stabilising tracks and creek banks

Desired direction

Minimise overall loss of bushland and direct losses to areas of lower conservation significance.

Community Sustainability Indicators

Water Quality *

What do we measure?

Cleanliness of beaches: The annual grading of Warringah's beaches, by NSW Office of Environment and Heritage, for susceptibility to faecal pollution following inspection and water quality measurements. Beaches are graded very good (green), good (green), fair (amber), poor (red) or very poor (red).

Manly Dam: The percentage of time each year Manly Dam is suitable for swimming based on testing for potentially toxic blue-green algae together with a visual assessment of water clarity.

Beachwatch Rating

Beaches	2009-2010 Grade	2010-2011 Grade	2011-2012 Grade
Collaroy	Good	Good	Good
Dee Why	Good	Good	Very Good
Freshwater	Good	Good	Good
Long Reef	Good	Good	Good
North Curl Curl	Good	Good	Good
North Narrabeen	Good	Good	Good
South Curl Curl	Good	Very Good	Very Good
Other locations			
Narrabeen Lagoon (at Birdwood Park)	Poor	Poor	Poor

Suitability for Swimming at Manly Dam

Year	Percentage of days suitable
2005-2006	100
2006-2007	100
2007-2008	100
2008-2009	100
2009-2010	100
2010-2011	100
2011-2012	100

Note: Manly Dam is freshwater and is located within Manly Warringah War Memorial Park. These readings do not apply to Manly Lagoon which is estuarine and is located at North Manly.

Water quality for swimming suitability is high in most locations monitored by Beachwatch. All seven beaches maintained good levels of cleanliness for swimming, with two beaches rated as very good. Narrabeen Lagoon entrance at Birdwood Park is still rated as poor, though it is usually suitable for swimming during dry weather. Both Warringah Council and Pittwater Council continue to work with Sydney Water and residents to improve these results. The lake at Manly Dam was suitable for swimming 100% of the time in 2011-2012 based on blue-green algae results. Notably other aspects of the dam's water quality have also been consistently good over several years due to direct management of the waterbody; managing the sources of erosion, sedimentation and gross pollutants; recreational impacts, bush regeneration and education. Warringah has improved its framework for managing catchments and waterways, taking a more holistic approach to managing creeks, stormwater and lagoons in partnership with other Councils, Sydney Water, the State Government and the community.

Desired direction

Maintain the current high level of quality.

* Source: NSW Office of Environment and Heritage

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Area	Action	Status
Natural Environment	Bushland restoration	<input checked="" type="checkbox"/> ✓
	Manly Lagoon Catchment Study	<input type="checkbox"/>
	Manly Lagoon Flood Study	<input type="checkbox"/>
	Narrabeen Lagoon Flood Study	<input type="checkbox"/>
Good Governance	Finalise Environmental Sustainability Strategy	<input checked="" type="checkbox"/> ✓

Capital Works 2011-2012

Service Area	Action	Status
Natural Environment	Manly Lagoon - dredging	<input checked="" type="checkbox"/> ✓
	Restoration of Narrabeen Lagoon	<input checked="" type="checkbox"/> ✓



Nibbleswick: Mandy McClean - Warringah Art Exhibition entrant

Our Goal

1.2 Living in harmony with our environment

Our Strategy

- Ensure Warringah's community is a recognised leader in sustainable living practices
- Build capacity to reduce carbon emissions, increase renewable energy production, increase water saving and catchment management devices, respond to and reduce the impacts of climate change and enhance sustainability practices.

We identified four indicators to measure our progress towards this goal:

- Electricity consumption
- Water consumption
- Waste and recycling volumes
- Air quality complaints

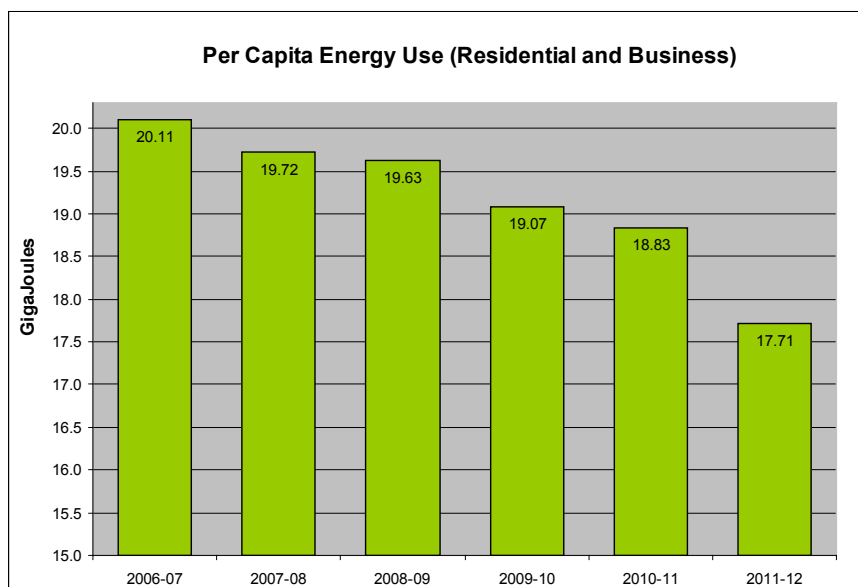
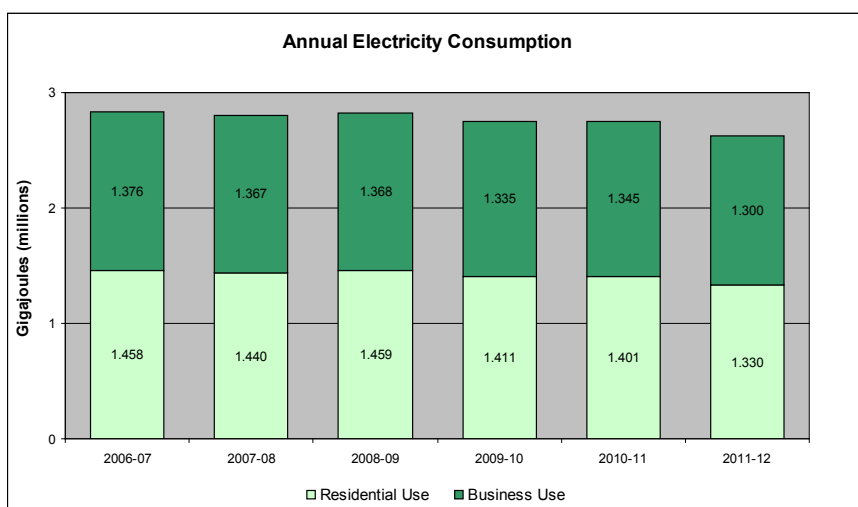
The first three indicators are measured for the community as a whole and per capita (per person). We cannot measure actual air quality owing to a lack of measuring stations within the Warringah local government area, so we use air quality complaints received by Council as a substitute.

Community Sustainability Indicators

Electricity Consumption*

What do we measure?

The total amount and per capita amount of electricity consumed within the Warringah local government area.



The long-term trend is for declining energy consumption on a per capita basis since 2008-2009 probably reflecting greater application of energy saving measures in response to rising power prices. However, it should also be noted that electricity consumption is highly weather dependent and fluctuates with the seasons. One feature is the increasing contribution of roof top photovoltaics (PV) to the Warringah LGA energy profile. Local PV represents about 5.8 MW of installed generation capacity and it is estimated that local PV exported to the grid in 2011-2012 is the equivalent of around 1% of the electricity demand for the LGA.

Desired direction

Decreasing electricity consumption.

* Data source: AusGrid

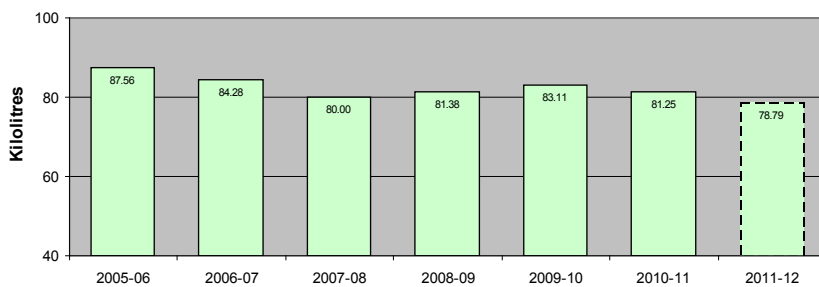
Community Sustainability Indicators

Water Consumption*

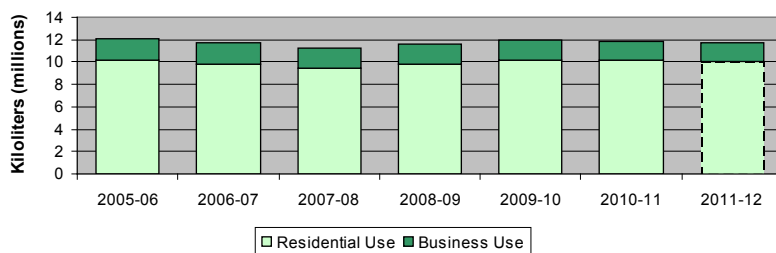
What do we measure?

The total annual amount and per capita annual amount of water consumed in Warringah, including breakdown by sector.

Warringah LGA Annual Water Consumption - Kilolitres per Capita



Warringah LGA Annual Water Consumption



Water consumption for 2011-2012 has been estimated due to the unavailability of data from Sydney Water at the time of preparing this report. Final data will be available in 2013. Based on trends from previous years, total water consumption across the residential and commercial sectors is assumed to be largely static. The per capita consumption reflects the impact of water saving programs over the last decade, though the easing of water restrictions in 2009-2010 saw a small increase in consumption.

Desired direction

Decreasing water consumption

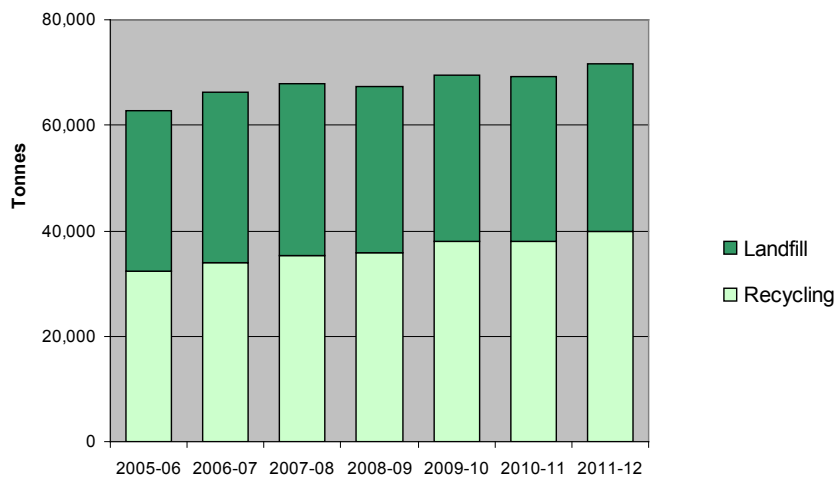
* Source: Sydney Water

Waste and Recycling Volumes

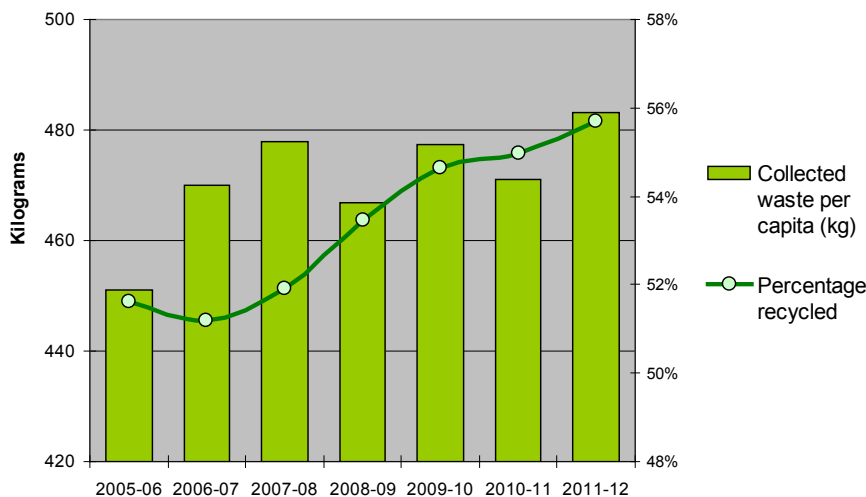
What do we measure?

The total volume and per capita volume of domestic material collected through Warringah Council's kerbside waste and recycling collection service, including the proportion of recycled waste.

Annual Domestic Waste Collection



Total Waste Collection per Capita and Percentage Recycled



While our total waste production has been increasing, the amount of waste going to landfill per capita has been steadily falling since 2007. The proportion of waste recycled (ie diverted from landfill) continues to increase yearly and now stands at 56% of all waste. Annual vegetation recycling has increased by almost 38% since the introduction of a fortnightly service using wheelie bins in July 2009. Hundreds of tonnes of e-waste per year are also diverted from landfill for recycling.

Desired direction

A decrease in total and per capita waste produced, and an increased percentage of total waste recycled.

Community Sustainability Indicators

Air Quality Complaints

What do we measure?

Number of air quality complaints received by Council.



Air quality complaints have been continually rising in recent years, though 2011-2012 saw a drop. Whilst the earlier rise may be a result of increased pollutants in the local atmosphere, it could also reflect greater community knowledge of, and willingness to report, breaches. Any air pollution effects are commonly localised to within five properties of the source and are usually dust, smoke or odour.

Desired direction

Decreasing number of complaints

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Area	Action	Status
Natural Environment	Hilltop to Headland Environmental Series	 ✓
	Education for Sustainability Programs	 ✓
	Pest Species Control Program	 ✓
	Oxford Falls Constraints Study	 ✓
	Coordination of fire management access zones, hazard reductions and ecological burning	 ✓

Capital Works 2011-2012

Service Areas	Action	Status
Kimbriki	Kimbriki land improvements	 ✓



Untitled: Gianni Cincotta-Lee - Warringah Art Exhibition entrant



COMMUNITIES

Glen Street Theatre

Living

A vibrant and diverse community supported by innovative services and effective communication with Council



Key Services

Childcare Services	106
Community and Safety Services	110
Compliance Services	116
Cultural Services	120
Glen Street Theatre	126
Information and Library Services	128
Warringah Aquatic Centre	148
Corporate Support Services	152
Good Governance	154

Key Contributors	Advocate	Funder	Service Provider	Regulator	Partner
Warringah Council	•	•	•	•	•
Department Family of Community Services		•	•	•	•
Other government agencies and departments		•	•	•	•
Police Local Area Command	•		•	•	•
Department Attorney General and Justice		•			•
Not for profit organisations	•		•		•
Community groups	•		•		•

Our Goal

2.1 Promoting a supportive, caring community

Our Strategies

- Build a community that works in partnership with government, community based and private organisations to achieve real and lasting improvement
- Build an informed and empowered community
- Build a resourceful community that draws on the diversity, skills and expertise of its residents
- Actively encourage and support the community to use open space and participate in recreation
- Build a healthy community that is free of public health risks
- Build a vibrant community that reflects the culture, heritage and lifestyle of the people in Warringah
- Build a community that shows pride in its sense of identity where people are comfortable meeting and interacting in public spaces

Measuring progress against this goal is challenging because of its many elements. We identified nine indicators for this goal to capture

trends. They are:

- Community connectedness
- Community safety
- Age diversity
- Educational qualifications

- Average weekly earnings
- Housing affordability
- Unemployment rate

The first two indicators are drawn from the Annual Community Survey.

The other indicators are drawn from external sources and Council has less influence over the trends that these indicators reveal.

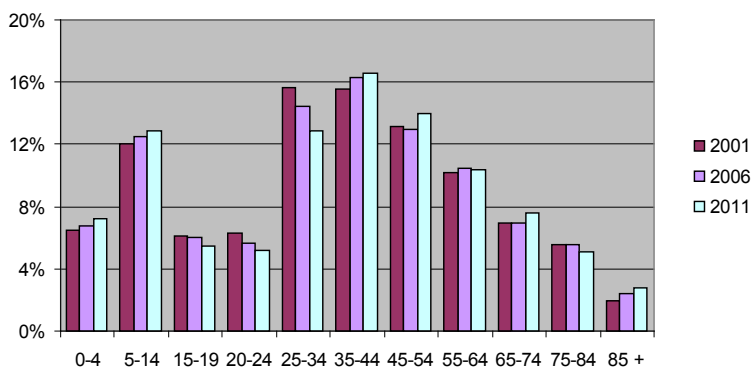
Community Sustainability Indicators

Age Diversity *

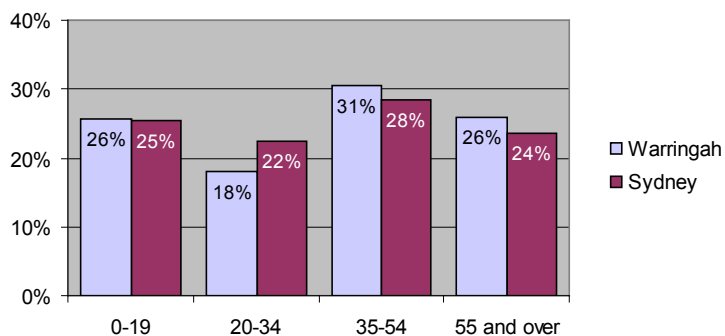
What do we measure?

The age structure of the population over time and compared to Metropolitan Sydney.

Age Distribution in Warringah



Age Distribution Warringah and Sydney 2011



As of 2011, 26% of residents were aged 55 years or older, compared to 25% in 2001. The median age of people living in Warringah has also increased slightly from 37 to 38 in the same period. This difference in age distribution is fairly constant and follows the national trend.

This is an indicator over which we have limited influence but it shows the demographic reality of our community and provides us with direction for various service areas.

Desired direction

A healthy age distribution that supports our local economy and reflects an area that is attractive to all age groups.

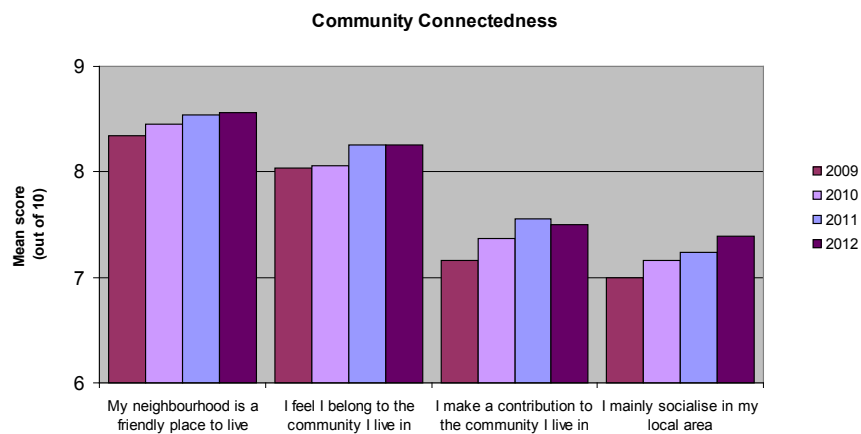
* Source: Australian Bureau of Statistics, Census of Population and Housing 2001, 2006 and 2011

Community Sustainability Indicators

Community Connectedness *

What do we measure?

The mean satisfaction scores recorded by residents when asked four questions about community connectedness.



There is a strong and increasing sense of community connectedness among residents as expressed in the annual Community Survey.

Desired direction

Increase community connectedness.

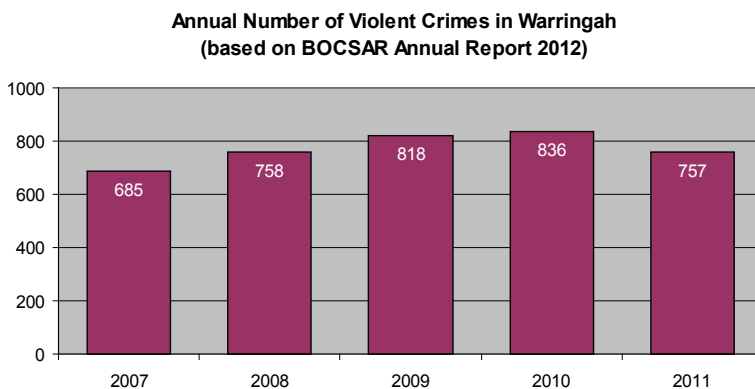
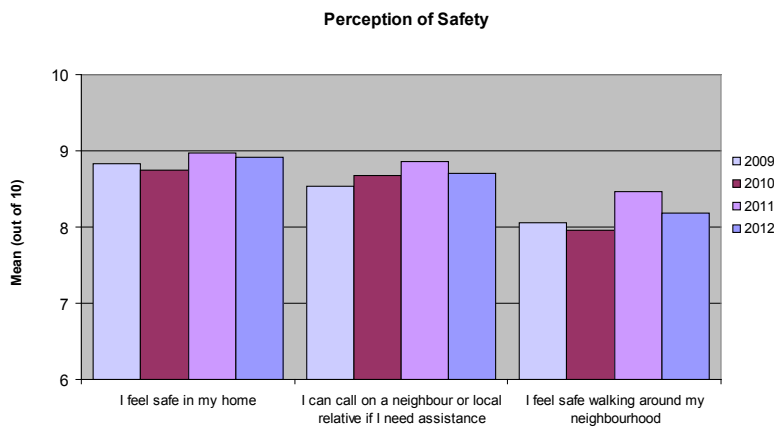
* Community Surveys by Iris Research (2009 and 2010), Micromex (2011 and 2012)

Community Safety

What do we measure?

Perception of safety - residents' perceptions of safety as expressed by participants in response to three questions in the annual Community Survey. *

Violent crimes - the total number of crimes recorded by BOCSAR in the assault and robbery categories (seven categories altogether). **



Warringah has low crime rates compared to other local government areas in Sydney, but has experienced a year on year increase in violent crimes over the previous three years. This year there has been a drop in the total number of violent crimes. Robberies and sexual offences continue to trend down, and assaults have dropped this year after rising over the previous three years. Domestic assaults have increased but non-domestic assaults (which peaked last year) have decreased. There has been a slight decrease in the community's safety perception this year.

Desired direction

Decreasing crime rates and increasing perceptions of safety.

* Source: Community Surveys by Iris Research (2009 and 2010), Micromex (2011 and 2012)

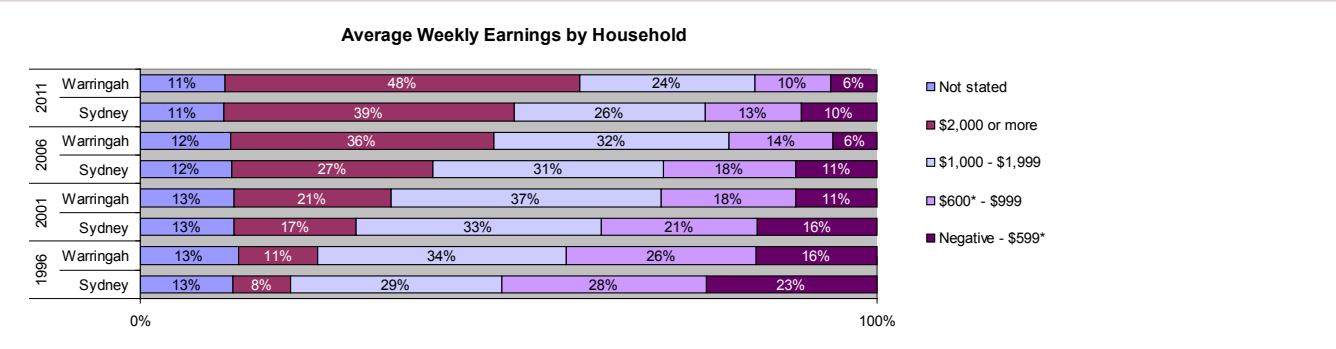
** Source: NSW Bureau of Crime Statistics and Research (BOCSAR): Annual Report 2012

Community Sustainability Indicators

Average Weekly Earnings *

What do we measure?

The weekly gross income of households in Warringah compared to Metropolitan Sydney.



Warringah households earn well above the average for Metropolitan Sydney, with 48% earning \$2,000 or more as compared to 39% for Sydney Metropolitan, and this gap is widening.

Desired direction

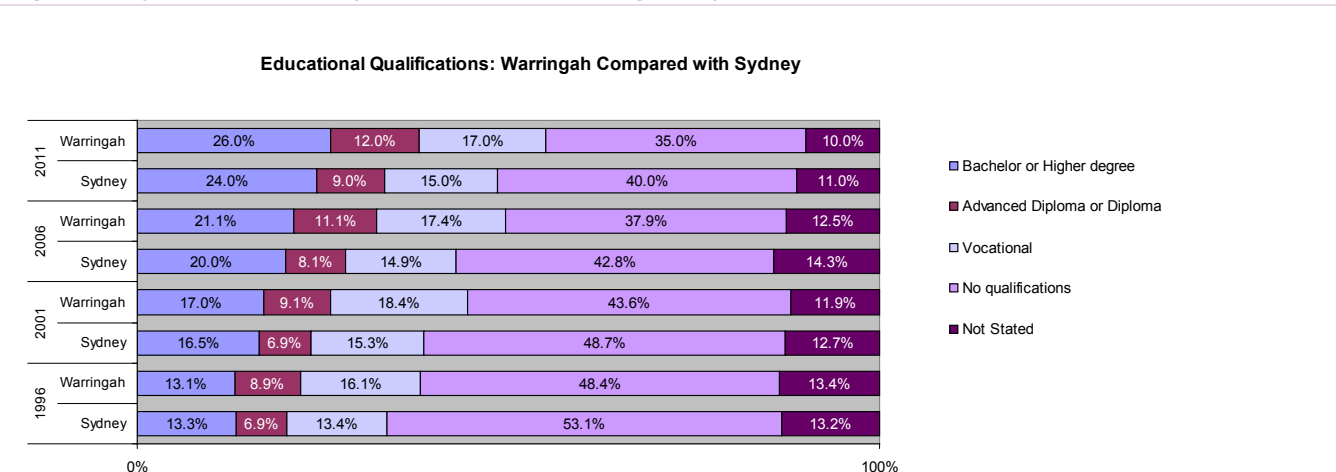
Maintain Warringah household income position relative to Sydney Metropolitan.

* Source: Australian Bureau of Statistics, Census of Population and Housing 1996, 2001, 2006 and 2011

Educational Qualifications *

What do we measure?

Highest completed educational qualifications of residents aged 15 years and over.



Between 1996 and 2011 the percentage of Warringah residents 15 years or older holding a bachelor degree or higher doubled from 13% to 26%. This trend towards a higher educated population was also seen across Sydney, but the overall level of education remains higher in Warringah.

Desired direction

Maintain a balanced mix of educational qualifications that matches and supports our local economy.

* Source: Australian Bureau of Statistics, Census of Population and Housing 1996, 2001, 2006

Housing Affordability

What do we measure?

Housing affordability is generally measured in relation to the proportion of income spent on housing costs. When a low-or moderate-income household is spending more than 35% of their gross income on housing costs, they are likely to be in 'housing stress'.

The trend is decreasing housing affordability.

Though 2011 Census figures are not yet available, the 2006 Census showed that 64% of renters in Warringah were in housing stress, compared to 56% across metropolitan Sydney. It is clear from many other indicators that housing affordability is an increasing problem for a growing proportion of low to moderate income earners in Warringah and Sydney in general. Increasing the housing supply can only be done by all levels of government coming together with the private sector.

Desired direction

One of our greatest challenges for the coming decades is to do our part to help increase housing affordability and decrease housing stress for our residents. We cannot do this alone but will need to partner with federal and state governments and the private sector.

Unemployment Rate

What do we measure?

Percentage of Warringah residents unemployed compared to metropolitan Sydney and NSW.*



Warringah residents have traditionally enjoyed lower rates of unemployment than their counterparts in metropolitan Sydney and NSW. Unemployment has come down from the high levels associated with the onset of the Global Financial Crisis (GFC) in 2009, but has not totally recovered to the very low rates that were enjoyed pre-GFC.








Desired direction

Hold low percentage relative to Sydney Metro and NSW.






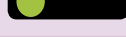



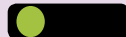

* Source: Australian Government Department for Education, Employment and Workplace Relations, Small Area Labour Markets - March Quarter 2012






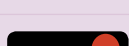




Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action	Status
Community and Safety Services	Strategic review of Council's grant giving and subsidy programs.	 ✓
	Develop a Water Safety Risk Management Plan to address priority risk areas related to Beach Services activities.	
Corporate Support Services	Deliver a Festival of Children's Literature	 ✓
	Review Library Services Access Policy	 ✓
Strategic Planning	Develop a Community Gardens Policy	 ✓
Good Governance	Develop a Healthy Ageing Strategy	 ✓
	Research the capacity of the local community service sector	

Capital Works 2011-2012

Service Area	Action	Status
Corporate Support	Replacement of Beach Services equipment	 ✓
	Deliver an annual program of events	 ✓
	Renewals – place of public entertainment works	 ✓
	Refurbish public toilets	 ✓
	Installation of radio frequency identification in library items	
	Library Bookvote - renew book stock	 ✓
	YOYOs kitchen renewal	 ✓
	Narraweena Youth Hall - upgrade of bathrooms and installation of storage, replace flooring in all three halls (tarkett system) and playground upgrade	 ✓
	Beacon Hill Community Centre - retaining wall	 ✓
	Cromer Community Centre - flooring renewal and external drainage works	 ✓
	Minor storage upgrades at Forestville Memorial Hall and Collaroy Plateau Memorial Hall	 ✓

Corporate Support cont.	Community Buildings minor renewal works		✓
	Manly Vale Community Centre - replace floor in kindergarten and landscaping of entire site		✓
	Forestville Memorial Hall rectification of external pavement in front of hall to eliminate major safety hazards		✓
	Brookvale Occasional Care Centre - stage 2 of 2		
	All community centres - major works resulting from the Disability Discrimination Act audit		✓
	Brookvale Children's Centre - renew bathrooms		
	Dee Why Children's Centre - renew softfall in babies' playground		✓
	Capitalised renewal works on Council buildings		✓
	Long Reef Beach - viewing tower		✓
	Dee Why Beach viewing tower		



Ladybug: Shelbie Newson - Warringah Art Exhibition entrant

Our Goal

2.2 A transparent, open and trusting relationship between Council and the Community

Our Strategies

- Increase community understanding of demographics and population change and their effect on community needs and trends
- Provide consistent and effective policies that are understood and supported by the community
- Have a stronger voice for local people in regional, metropolitan, state and federal affairs
- Achieve effective communication between the community and Council that recognises and balances needs and expectations with constraints
- Show effective Council leadership by communicating with people and organisations
- Manage funding and resources effectively and efficiently so we achieve better outcomes for the community

Measuring progress against this goal is predominantly done with our Strategic Performance Measures in the Living Organisation section on pages 90 to 101. From the community perspective we use overall satisfaction with Council performance as expressed in the Annual Community Survey.

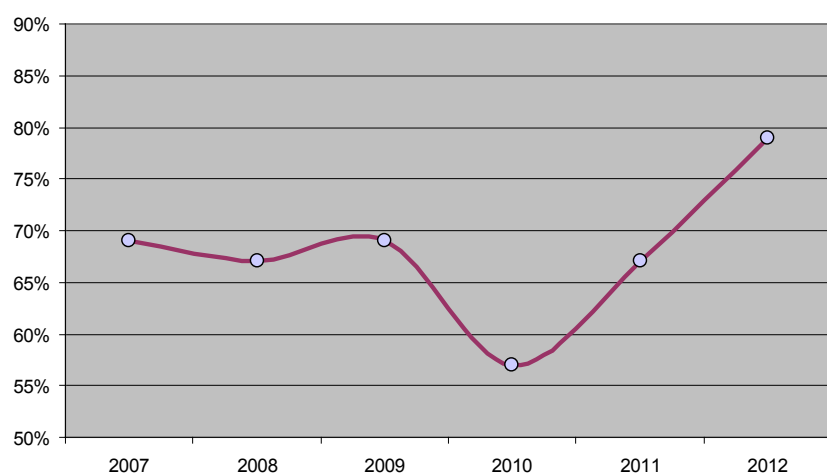
Community Sustainability Indicators

Satisfaction with Council's Performance*

What do we measure?

The proportion of residents satisfied with Council's overall performance as expressed in the Annual Community Survey.

Proportion of Residents Satisfied With Council's Overall Performance



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






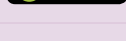
Desired direction

Increase resident satisfaction.




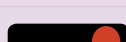
* Community Surveys by Iris Research (2007, 2008, 2009 and 2010), Micromex (2011 and 2012)

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action	Status
Community and Safety Services	Develop a Youth Engagement Strategy	
Corporate Support Services	Increase the range of self-help services available online to customers	 ✓
Good Governance	Development and review of policies	 ✓
	Prepare Internal Ombudsman's Annual Report	 ✓
	Conduct the Annual Community Survey	 ✓
	Review the Strategic Measures – Strategic Community Plan (2013-2017)	

Capital Works 2011-2012

Service Area	Action	Status
Corporate Support Services	Upgrade to Warringah Council website	
	Internet Protocol Telephony System	 ✓
	Complaints management system	
	Civic Centre – upgrade of customer services	



Strange Fruit: Penny Harkness - Warringah Art Exhibition entrant



SPACES

Living

Safe outdoor spaces that are well maintained, accessible, sympathetic to the environment and meet the needs of the community



Key Services

Community and Safety Services	110
Compliance Services	116
Development Assessment	124
Glen Street Theatre	126
Natural Environment	132
Parks, Reserves and Foreshores	136
Roads, Traffic and Waste	140
Strategic Planning	144
Warringah Aquatic Centre	148
Corporate Support Services	150

Key Contributors	Advocate	Funder	Service Provider	Regulator	Partner
Warringah Council	•	•	•	•	•
Roads and Maritime Services		•	•	•	•
Private bus companies			•		
Department of Planning and Infrastructure	•	•	•	•	•
Other government agencies and departments		•	•	•	•
Community groups			•		•

Our Goal

3.1 Safe and well maintained public spaces that reflect community needs

Our Strategies

- Provide a diverse range of high quality open space and recreation facilities to meet the needs of the community

- Provide recreational access to natural areas while ensuring the sustainability of the natural environment

We identified three indicators to measure progress against this goal:

- Community pride
- Level of graffiti vandalism
- Satisfaction with parks and recreation

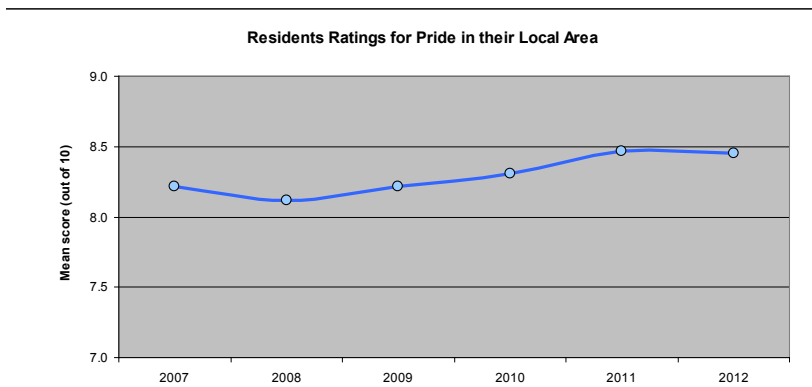
Community pride and satisfaction with parks and recreation are measured through the Annual Community Survey and the level of graffiti vandalism is the number of removals and the total area cleaned through Council's graffiti cleaning program.

Community Sustainability Indicators

Community Pride*

What do we measure?

Residents' ratings for how proud they are of their local area. All residents' ratings averaged out of 10. Data collected via the Annual Community Survey.



The previous three years have seen a steady increase in residents' level of community pride and the rating remains steady this year.

Desired direction

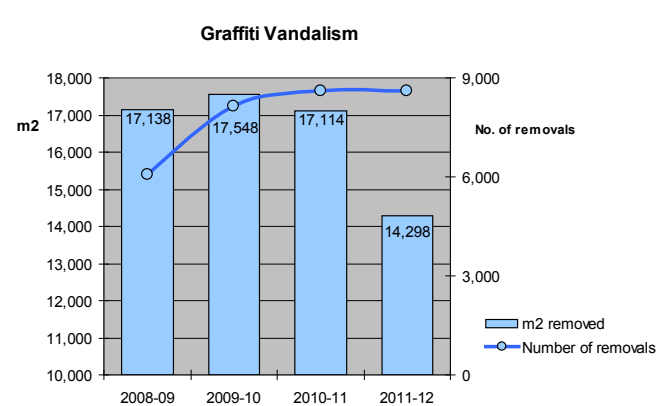
Steady increase in residents' level of community pride over time.

* Community Surveys by Iris Research (2007, 2008, 2009 and 2010), Micromex (2011 and 2012)

Level of Graffiti Vandalism

What do we measure?

Total number of graffiti removals and the total area cleansed from public open space or private property fronting open space.



The number of graffiti removal jobs decreased slightly while the area (m2) removed decreased significantly due to the success of the rapid removal program. The majority of jobs are for simple tags with a reduction in large graffiti such as illegal murals and larger paintings. This may indicate that recent acts of graffiti are more opportunistic and the more dedicated graffiti vandals are not operating as much in Warringah.

Desired direction

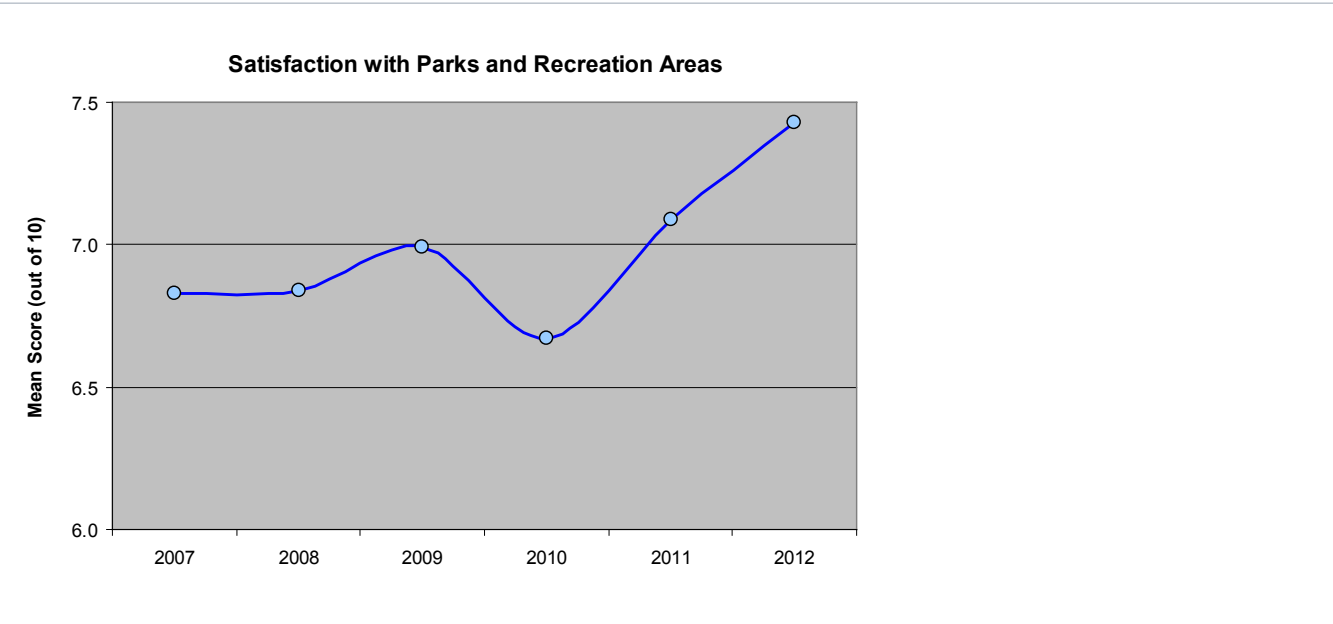
Decrease the incidence of graffiti vandalism.

Community Sustainability Indicators

Satisfaction with Parks and Recreation including Playgrounds

What do we measure?

Mean satisfaction score (out of 10) recorded by residents in the Annual Community Survey.*



Apart from a drop in 2010 the trend has been for a gradual increase in satisfaction levels, with significant improvement in the last two years.


Desired direction

General increase in satisfaction over time.














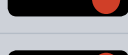

* Community Surveys by Iris Research (2007, 2008, 2009 and 2010), Micromex (2011 and 2012)

Performance Against Principal Activities

Key Initiatives 2011-2012



Service Areas	Action	Status
Parks, Reserves and Foreshores	Stony Range Reserve Plan of Management	

Capital Works 2011-2012






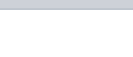
Service Areas	Action	Status
Natural Environment	Dee Why Creek cycleway	 ✓
	Narrabeen Lagoon pathway construction	 ✓
Parks Reserves and Foreshores	Cromer No 1 – synthetic surface construction	 ✓
	Minor rectification of sportsfields	 ✓
	Sporting club capital improvements grants	 ✓
	Cromer 3, 4 and 5 sportsfield rectification and floodlighting improvements	
	Sportsfield rectification program – Adam Street – detailed design and construction	 ✓
	Sportsfield rectification works, Weldon Oval	 ✓
	Millers Reserve carpark upgrade	 ✓
	Minor capital works renewal	 ✓
	St Matthews Farm landscape masterplan	
	Water supply irrigation program – David Thomas	 ✓
	Collaroy Accessibility Project playground and reserve improvements	
	Forestville skate facility	
	North Narrabeen - revised masterplan, detailed design and construction of viewing/ memorial area	 ✓

Performance Against Principal Activities

Capital Works 2011-2012

Service Areas	Action	Status
Parks Reserves and Foreshores cont.	South Curl Curl Rock Pool – Construction	 ✓
	Parr Reserve: design and construct playground	 ✓
	Tyagarah Reserve: design and construct playground	 ✓
	Sportsground signage upgrade	 ✓
	Floodlighting improvement program	 ✓
	Floodlighting improvement – Nolan Reserve	 ✓
	Playground improvement program	 ✓
	Starkey Reserve dog park, Killarney Heights	 ✓
	New playground equipment - Undula Reserve	 ✓
	Manly Dam renewals	 ✓
Roads Traffic and Waste	Terrey Hills/ Duffy Forest Horse Trail	 ✓
Warringah Aquatic Centre	Installation of heat pump de-icer and additional barbeques	 ✓
	Warringah Aquatic Centre disability access and renewal project, stage I design and approvals	 ✓
	Refurbishment of three diving board structures, replacement of two boom motors, replacement of motor air handling plant and refurbish play equipment	 ✓
Corporate Support Services	Brookvale Oval planned asset upgrade works – Stage 3A construction	 ✓
	Wheeler Park – new public amenity	 ✓
	Stony Range	 ✓
	Public amenity improvement - Millers Reserve	 ✓
	Public amenity improvement - Passmore Reserve	 ✓
	Nolan's amenities No 1 and Christian Brothers amenities - consolidate, reconfigure and refurbish	 ✓
	All surf club buildings external landscape and signage works	 ✓

Capital Works 2011-2012

Service Areas	Action	Status
Corporate Support Services cont.	Curl Curl Sports - stage 2 construction and commissioning	
	Collaroy Accessibility Precinct (component 1) - Collaroy Surf Life Savings Club / Swim Club Building - construction and commissioning	
	Long Reef Surf Life Saving Club stage 2 design and development application	
	Forestville Arts Centre playground	 ✓
	North Narrabeen Surf Life Saving Club - renew amenities	 ✓
	Road acquisition - 3 Cottage Point Road, Cottage Point	 ✓



Red String 5: Midori Furze - Warringah Art Exhibition entrant

Our Goal

3.2 Socially and environmentally responsible urban development

Our Strategies

- Provide housing that responds to the changing demographic profile of the community and reflects local needs and expectations
- Ensure housing development is sensitive to the natural and built environments
- Ensure buildings and landscaping are suitable for their immediate environment and reflect community values
- Create living streets that give priority to neighbourhood amenity, safety and improved urban design
- Plan appropriately for future developments in Warringah with a focus on working towards the reduction of emissions and resource consumption, including water, in our suburbs
- Ensure ecologically sustainable development principles are incorporated and prioritised in planning strategy and policies

It is difficult to quantify achievement against this goal because what counts as 'responsible development' is largely subjective and also because such changes only occur over a long period of time. However, Council's planning and development strategies, and its policies, are designed to guide development in Warringah towards greater social and environmental sustainability.

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action		
Strategic Planning	Preparation of reports based on directions from the Planning Assessment Commission into Warringah's non urban lands		
	Amendments to the Warringah Development Control Plan		✓
	Staged implementation of the Housing Strategy to cater for increased dwelling targets as part of NSW government's draft Sub-regional Plan		
	Complete the Dee Why Urban Form Study and further master planning for Dee Why Town Centre		
	Update Council's existing Public Domain Manual		
	Evaluate planning proposals lodged by external parties		✓
	Review zoning and classifications of Council carparks and land		
	Finalise the Warringah Local Environmental Plan and Development Control Plan		✓

Capital Works 2011-2012

Service Areas	Action		Status
Natural Environment	Dee Why CBD – stormwater capacity upgrade design stage I		✓
	Collaroy stormwater outlet - detailed design		
Parks Reserves and Foreshores	Collaroy Accessibility Precinct		
Corporate Support Services	South Narrabeen Surf Life Saving Club		✓

Our Goal

3.3 Safe, convenient and accessible transport options

Our Strategies

- Create efficient movement networks where streets and paths support and encourage walking and cycling, integrated with adequate green spaces
- Integrated land use and transport planning to provide convenient transport services and efficient movement around Warringah resulting in reduced demand for travel in private cars
- Provide a public transport network that is more accessible to a greater number of people
- Reduce congestion on roads, improve the capacities for road networks and improve safety of movement for all users

We identified two indicators to measure our performance against this goal. They are:

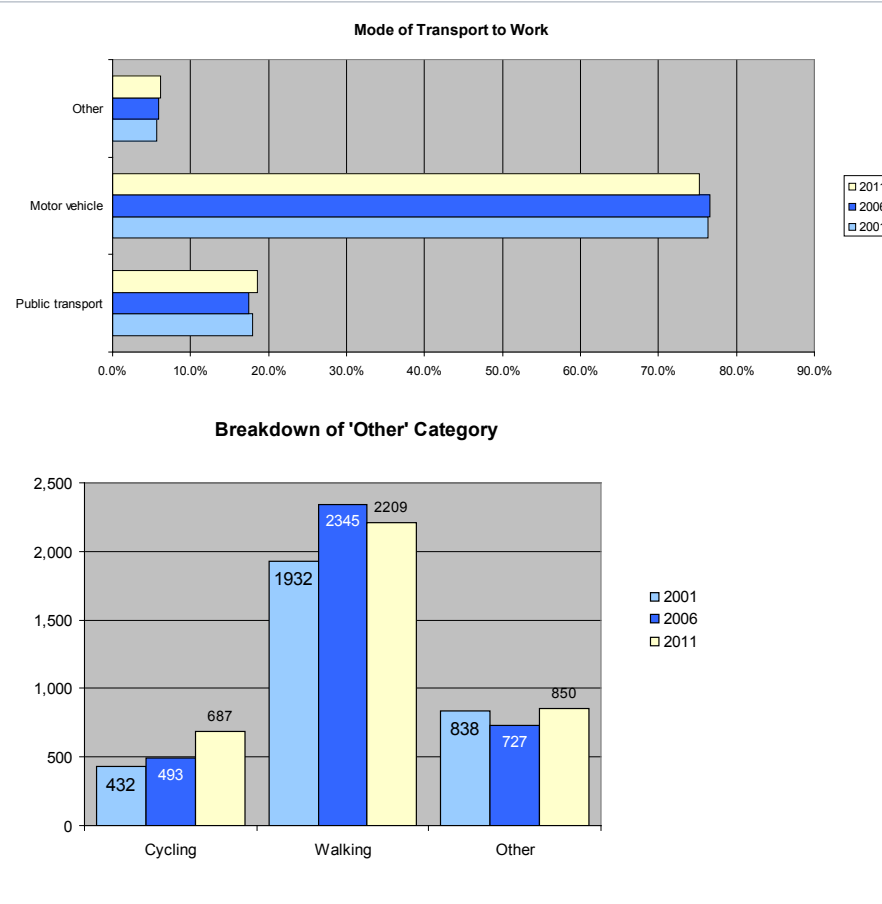
- Public transport usage
- Road safety

Community Sustainability Indicators

Mode of Transport to Work *

What do we measure?

We measure two things: mode of transport to work expressed as a percentage of all workers and total number of people cycling or walking to work.



Census figures show that since 2001 there has been an increase in the proportion of residents using public transport, predominantly buses. Data from the Bureau of Transport Statistics shows a marked increase in active transport such as walking and cycling. There is still however a high reliance on private motor vehicles at about 75% in 2011, though it did drop 2% due to an apparent increase in car pooling (as passenger trips increased from 25% in 2007 to 28% in 2011).

Desired direction

Continue the trends towards more public transport usage and more cycling and walking.

* Source: ABS Census data 2001, 2006 and 2011

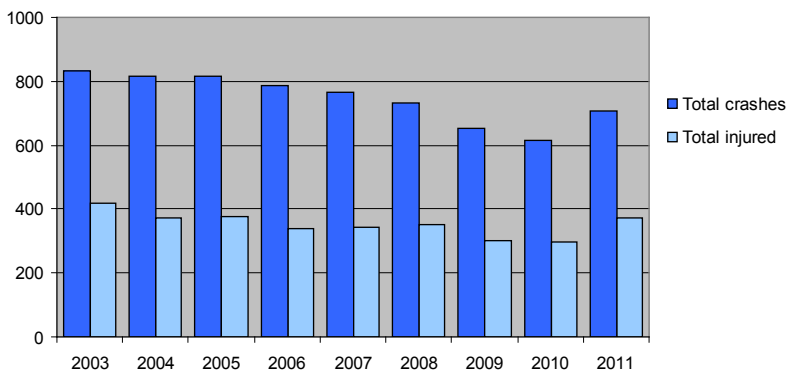
Community Sustainability Indicators

Road Safety *

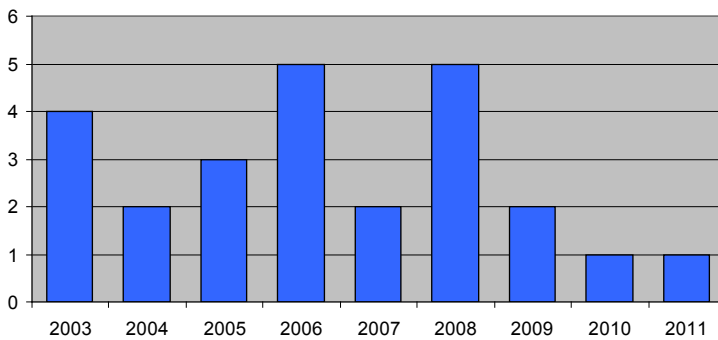
What do we measure?

The total number of road accidents and total number of casualties in Warringah LGA, including deaths.

Annual Number of Road Crashes and Injuries in Warringah



Annual Number of Road Deaths in Warringah



The trend from 2003 onwards shows a gradual decrease in total accidents and injuries on Warringah roads, a good result considering the number of registered vehicles increases yearly. Results for 2011 show a rise in crashes and injuries. NSW Police advise this may reflect increased reporting of minor accidents for insurance purposes, and more crashes during this wettest year in northern Sydney since 1998. Speed is involved in 10% of crashes, and alcohol in less than 3%. The total number of people killed on Warringah Roads has remained in single figures so is statistically too small to see any patterns or draw conclusions. Council runs a comprehensive road safety education program in response to crash data - details can be found at warringah.nsw.gov.au/community

Desired direction

Decline in both total accidents and in number of people killed or injured.

* Source: RMS Crash Statistics

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Area	Action		
Roads Traffic and Waste	Complete the Brookvale/Dee Why Major Centre Transport and Accessibility Study		✓

Capital Works 2011-2012

Service Areas	Action	Status	
Parks Reserves and Foreshores	Nolan Reserve cycleway		✓
Roads Traffic and Waste	Footpath new		✓
	Footpath renewal		✓
	Freshwater Village Town Centre upgrade		✓
	Collaroy Accessibility Precinct – component 3 stage 2		✓
	Bike plan implementation program		✓
	The Strand Dee Why streetscape - stage 3		✓
	Bus seat new		✓
	Bus stop renewal		✓
	Mooramba Road, Dee Why – refuge island on both approaches to Redman Road		✓
	Frenchs Forest Road East – pedestrian refuge island east of Romford Road		✓
	Booralie Road, Terrey Hills – widening of Atchunga Road		✓
	Pittwater Road, Dee Why corner of Oaks Avenue – signal and road widening design		✓
	Monash Parade, Dee Why - western side kerb blisters on either sides of Pacific Parade		✓
	Garigal Road - construct concrete island at roundabout for pedestrians		✓
Oceania Street, Narraweena - pedestrian island		✓	
Strategic Planning	Develop a sustainable transport strategy		
Corporate Support Services	Cycleways, paths, street trees		✓

Our Goal

3.4 Well-maintained public infrastructure that supports sustainable living

Our Strategies

- Provide infrastructure that serves current and future community needs, shares the benefits and costs equitably and supports a healthy and sustainable environment

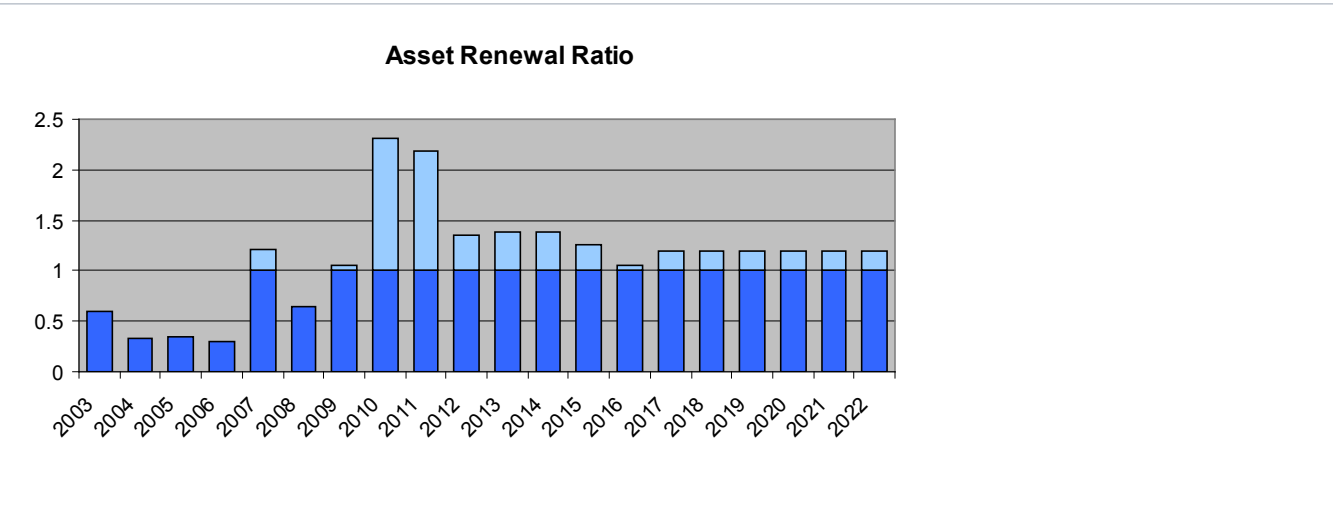
Measuring our progress against this goal can be achieved by measuring our investment in the maintenance of our assets. The asset renewal ratio provides this measure.

Community Sustainability Indicators

Asset Renewal Ratio

What do we measure?

The amount spent on renewing existing assets (as opposed to maintaining them) divided by their annual depreciation (loss of value). A ratio of 1.0 or greater is preferred.



Financial sustainability now and in the future is a top priority and also applies to the assets that Council manages on behalf of the community. In the last few years we have increased our asset renewal ratio from well below the minimum preferred rate of 1.0 to 2.33 in 2009-2010. For the coming years we have budgeted ratios ranging from 1.58 to 2.18, ensuring that we can keep our assets at the desired service levels for the longer term. Substantial progress is being made by developing the Asset Management Policy and Strategy and updating accompanying Asset Plans.

Desired direction

An actual ratio of greater than 1.0 annually.

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action		
Good Governance	Develop an Asset Management Strategy		
Warringah Aquatic Centre	Development of a masterplan for the Warringah Aquatic Centre		

Capital Works 2011-2012

Service Area	Action		Status
Natural Environment	Emergency stormwater works		✓
	21 Ryan Place, Beacon Hill - stormwater works		✓
Roads Traffic and Waste	Retaining wall renewal – Lagoon View Road, Cromer		✓
	Road resheeting program		✓
	Kerb and gutter renewal		✓
	Carpark renewal program		✓
Warringah Aquatic Centre	Roof renewals		✓
Corporate Support	Light plant replacement program		✓
	Civic Centre – roof membrane renewal		
	Heavy plant replacement program		✓
	Minor renewal works - Civic buildings portfolio capital renewal works		✓
	Civic Buildings - works to comply with Building Code of Australia and fire compliance		
	Replace water cooling tower		✓
	Library Services: Review the Access Policy		✓



Ants: Amy Jean Harding - Warringah Art Exhibition entrant



ENTERPRISES



Living

A strong local economy that provides employment and training opportunities



Key Services

Certification Services	104
Compliance Services	116
Cultural Services	120
Development Assessment Services	124
Parks, Reserves and Foreshores	136
Roads, Traffic and Waste	140
Strategic Planning	144
Good Governance	154

Key Contributors	Advocate	Funder	Service Provider	Regulator	Partner
Warringham Council	•	•	•	•	•
Chambers of Commerce	•	•			•
Local enterprises		•	•		•
Department of Planning and Infrastructure	•			•	
Other government agencies and departments	•	•	•	•	•

Our Goal

4.1 Sustaining a strong local economy that provides employment and training opportunities

Our Strategies

- Understand business needs and trends based on a broad range of data
- Develop Council policies that encourage an appropriate and accessible range of businesses and services to meet the service and employment needs of the local and regional community
- Ensure employment and training for the community to be available locally and for businesses in Warringah to have ready access to appropriately skilled workers
- The location of commercial, industrial and retail development to be convenient for users, to provide ready access for employees and to avoid conflicts about land uses
- To reduce the demand for travel through more local jobs and services
- Funding to enable Council support for business development in Warringah
- Develop strategies, policies and incentives to attract and encourage the creation and establishment of green industries and jobs

Our local economy is a product of many different factors and influences, many of which are out of Council's control. We currently use standard economic indicators to give an overview of the local economy:

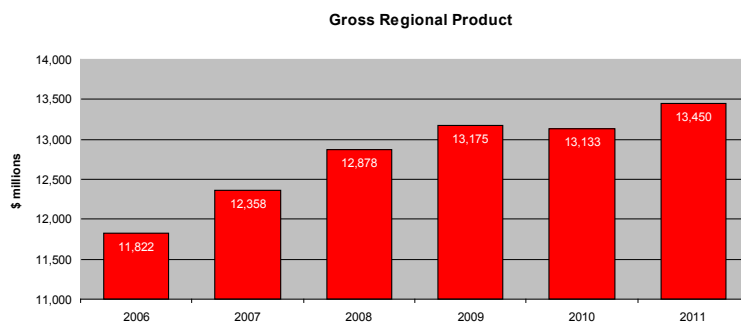
- Gross Regional Product (GRP)
- Employment containment
- Qualification/Local industry mix

Community Sustainability Indicators

Gross Regional Product (GRP)*

What do we measure?

The total amount of wealth generated in the region, ie Manly, Mosman, Pittwater and Warringah local government areas.



There has been a general pattern of growth in GRP. The drop in 2010 was a reflection of a general slow down in the national economy following the initial wave of the global financial crisis. Since then, the economy in general has picked up which is reflected locally in improved GRP in 2011.

Desired direction

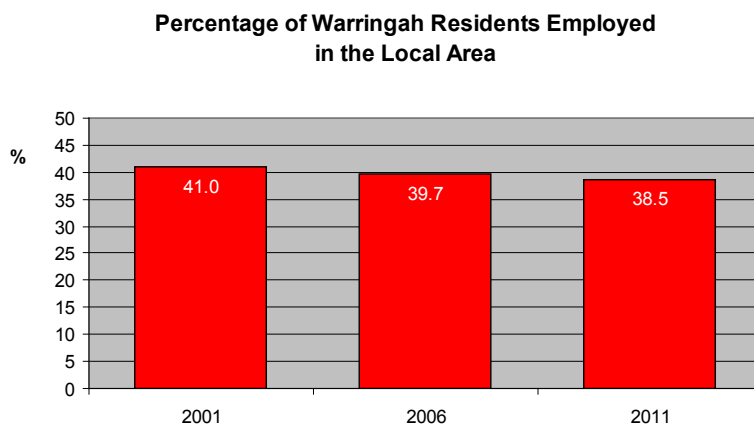
Steady increase in GRP over time.

* Source: SHOROC Economic Profile - economy

Employment Containment*

What do we measure?

The employment location of Warringah residents.



On census night in 2011, 38.5% of residents worked in Warringah compared to 41% in 2001. Despite this small drop, employment containment in Warringah is higher than the metropolitan average. It is worth noting that 48% of residents remain in the region for their employment i.e. the local government areas of Pittwater, Warringah, Manly and Mosman.

Desired direction

Hold or increase containment rate, to minimise transport challenges and keep our local economy diverse and vibrant.

* Source: ABS Census Data 2006

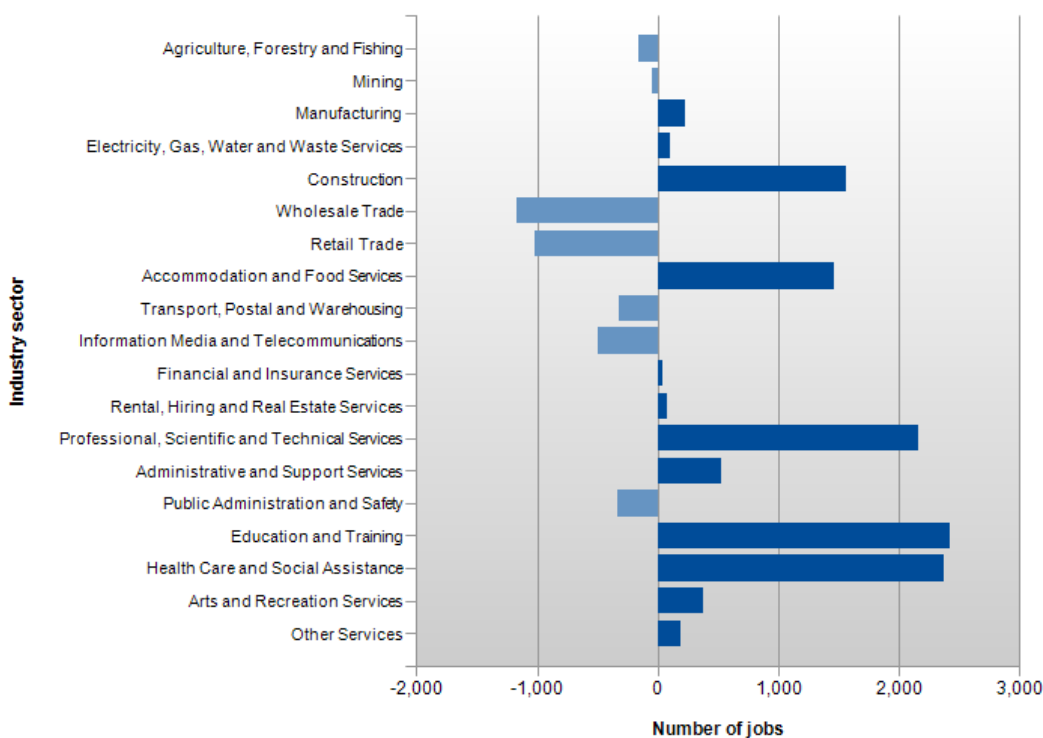
Community Sustainability Indicators

Qualification/Local Industry Mix*

What do we measure?

Industry change for the SHOROC workforce over a five-year period. These figures are estimated.

Change in employment by industry sector, Shore Regional Organisation of Councils 2006 to 2011 (ANZSIC 2006 - Latest industry classification) - Estimated



Source: National Institute of Economic and Industry Research (NIEIR) ©2011 Please note that NIEIR modelled estimates are subject to change and review for the most recent two financial years.
 Modelled data - All \$ values are represented in constant 2008-09 year dollars

The latest available results look at the change in employment sectors from 2006-2011. Over those five years the job market grew by nearly 5,000 jobs, focussed in health care and social assistance; professional, scientific and technical services; and education and training. This reflects a more qualified workforce with more people now holding degrees and diplomas (see the indicators for educational qualifications at Goal 2.1).

Desired direction

This indicator should be viewed in conjunction with the previous indicator 'Employment Containment' (page 83). The better the match between the educational qualifications of the local work force and the industry mix, the higher employment containment can be.

* Source: National Institute of Economic and Industry Research 2011

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action	Status
Good Governance	Work with Pittwater Council to establish local and regional economic development programs and initiatives	 ✓



The light beyond: Jackie Brown - Warringah Art Exhibition entrant

Our Goal

4.2 Balancing the economic benefits of visitors and the impact on local resources and the community

Our Strategy

- Manage the impact of visitors to Warringah to balance the effect on resident lifestyles and economic development

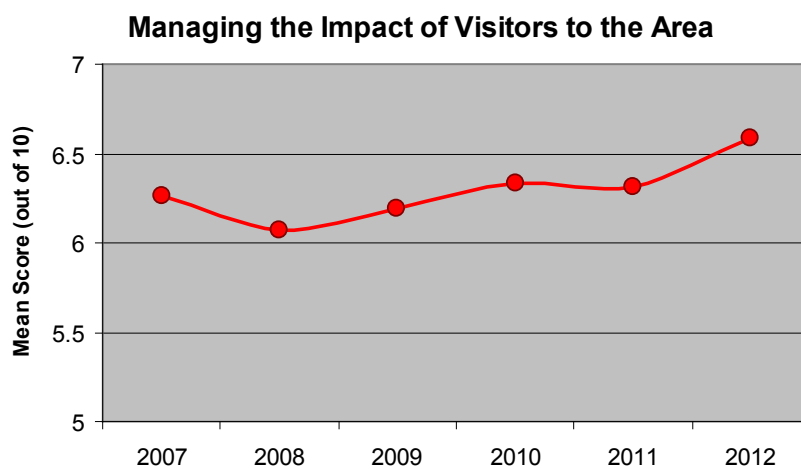
Council's Local Economic Development Plan contains a medium term action plan that sets out what needs to be done to achieve this goal.

Community Sustainability Indicators

Satisfaction with the way Council Manages the Impact of Visitors *

What do we measure?

Mean satisfaction score (out of 10) recorded by residents in the Annual Community Survey.



Residents' satisfaction levels with Council's performance in this area have remained fairly stable over the last five years, but have increased in 2012 towards a more desirable level.

Desired direction

General increase in satisfaction over time

* Community Surveys by Iris Research (2007, 2008, 2009 and 2010), Micromex (2011 and 2012)

Our Goal

4.3 Well-managed business infrastructure to support a thriving local economy

Our Strategy

- Ensure the supply and cost of utilities and services meets the commercial, industrial and retail needs of Warringah

Council's Local Economic Development Plan contains a medium term action plan that sets out what needs to be done to achieve this goal.



Eclipse: Jan Cristuado - Warringah Art Exhibition entrant



ORGANISATION



Living

An innovative and effective organisation with strong leadership



Key Services

Corporate Support 150

Good Governance 154

Key Contributors	Advocate	Funder	Service Provider	Regulator	Partner
Warringah Council	•	•	•	•	•
Local Government and Shires Association	•		•		•
Department of Premier and Cabinet, Local Government Division				•	•
SHOROC	•		•		•
Other professional associations (LGMA etc.)	•		•		•

Our Goal

5.1 An effective and efficient organisation

Our Strategies

- Ensure long term financial sustainability through effective short and long term financial management
- Improve communication with the community and increase awareness and understanding of Council's decisions
- Attract, develop and retain highly skilled staff who enjoy a safe work environment

We identified a range of Strategic Performance Measures to measure progress against this goal. All of them are very much within Council's sphere of influence.

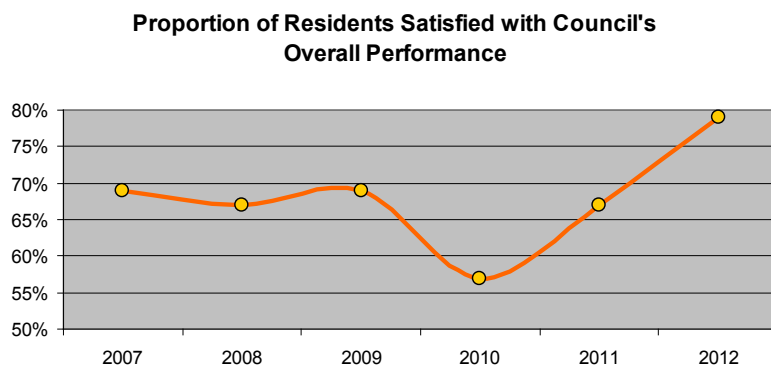
- Community's overall satisfaction with Council's performance
- Overall staff satisfaction and wellbeing
- Staff training
- Workplace Health and Safety
- Financial health check compliance
- Overall budget performance
- Scheduled capital works completed
- Scheduled projects completed

Community Sustainability Indicators

Community's Overall Satisfaction with Council's Performance *

What do we measure?

The proportion of residents satisfied with Council's overall performance as expressed in the Annual Community Survey.



The proportion of residents satisfied with Council's overall performance was 79% in 2012. This is a significant increase on previous years and is also reflected in increased satisfaction across a wide range of Council services.

Desired direction

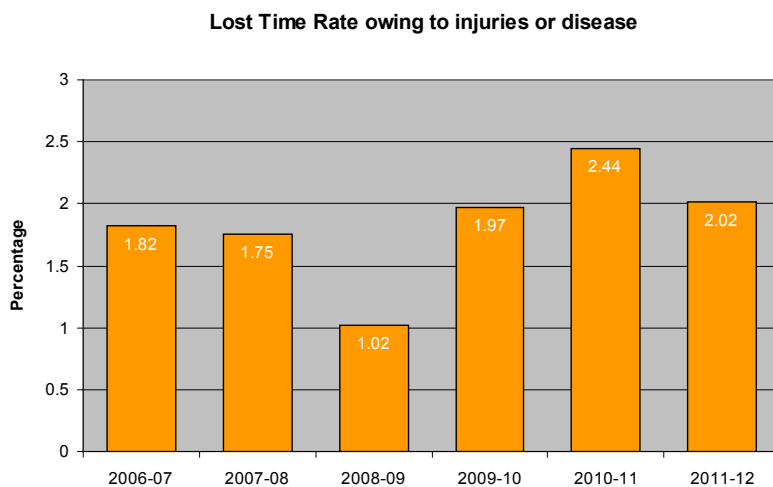
Increase resident satisfaction.

* Community Surveys by Iris Research (2007, 2008, 2009 and 2010), Micromex (2011 and 2012)

Workplace Health and Safety

What do we measure?

Lost time rate owing to injuries or disease. This is expressed as a percentage of the total number of employees.



Council continuously seeks to improve safe working conditions and procedures. Over the last year the time lost rate has improved and compares favourably to most other self-insured councils.

Desired direction

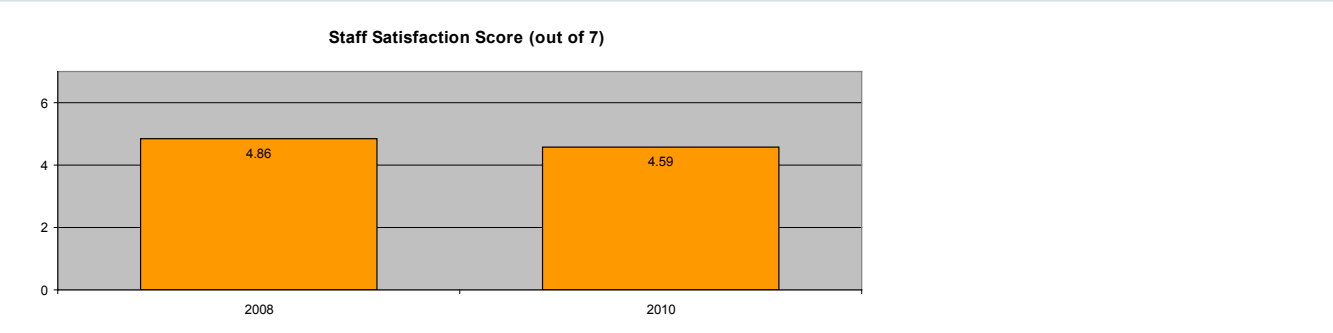
The Triple Zero ie zero incidents, zero accidents and zero lost time due to workplace injuries and disease.

Community Sustainability Indicators

Overall Staff Satisfaction and Wellbeing

What do we measure?

Mean averaged score out of seven provided by staff in the 2008 and 2010 Employee Opinion Surveys.



High overall satisfaction is a positive indicator of employee commitment to the organisation, pride in the organisation, and desire to remain in the organisation. Our staff rated us at 4.86 out of 7 in 2008 which was the third highest rating of 12 comparable councils that also completed the survey. In 2010 this score had dropped to 4.59 with areas for improvement identified as leadership and investing in people. A long-term program of staff consultation has been established to improve the organisation in respect of these matters.

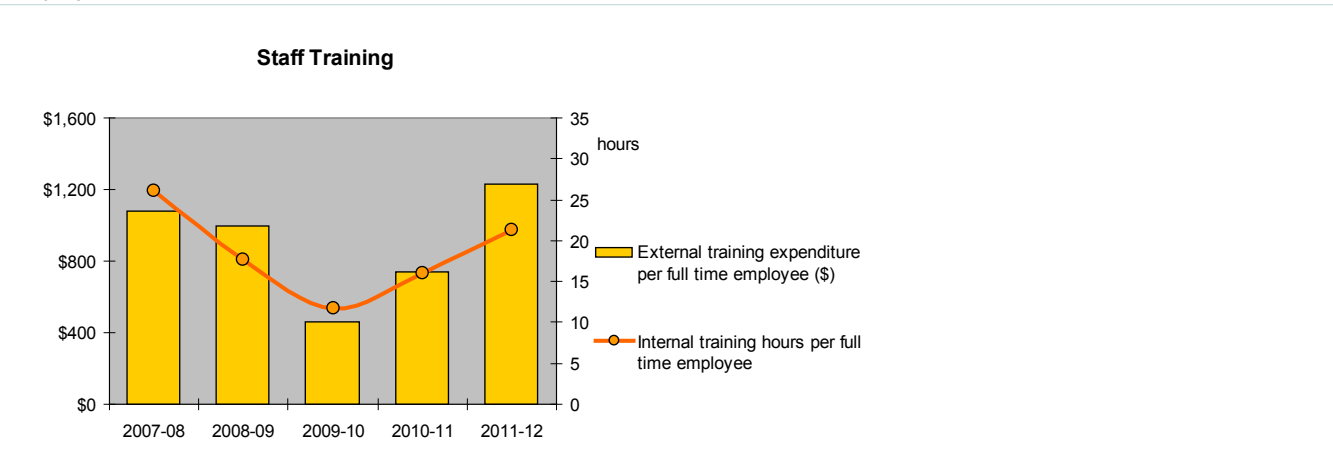
Desired direction

Maintain high level of staff satisfaction.

Staff training

What do we measure?

Expenditure on external training per equivalent full time employee and internal training hours per equivalent full time employee.



High levels of training investment in 2007-2009 reflected the roll out of new systems in finance, property and rating and records. A scaling back followed, with investment increasing again in 2010-2011 as new and existing staff required their skill sets refreshed. This investment further increased in 2011-2012 as new initiatives were rolled out, to enhance leadership and customer service skills, contract management, project management and an education program in regard to bullying and harassment, across the organisation.

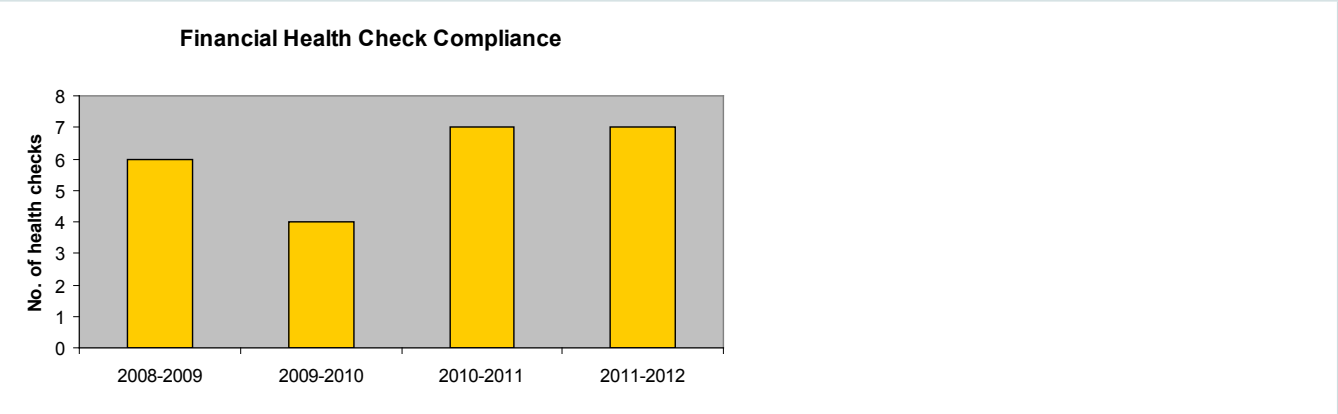
Desired direction

Maintain commitment to external and internal training of staff.

Financial Health Check Compliance

What do we measure?

Our overall performance against seven financial health checks.



Council was again compliant with all seven financial health checks

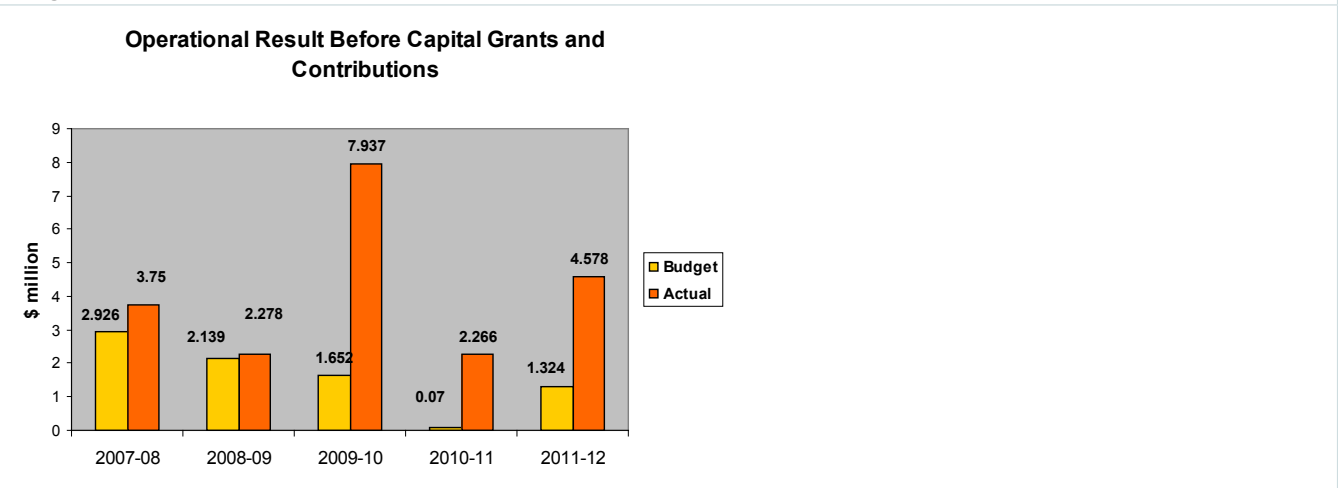
Desired direction

Pass all seven health checks.

Overall Budget Performance

What do we measure?

Whether the actual operating result for the year before capital grants and contributions is within a 10% bandwidth of the budget.



The net operating surplus before capital grants and contributions was \$4.58million at the end of the 2011-2012 financial year compared to an original budget position of \$1.32million. This positive variance was due to a number of factors including higher investment returns and lower employment costs owing to unfilled vacancies.

Desired direction

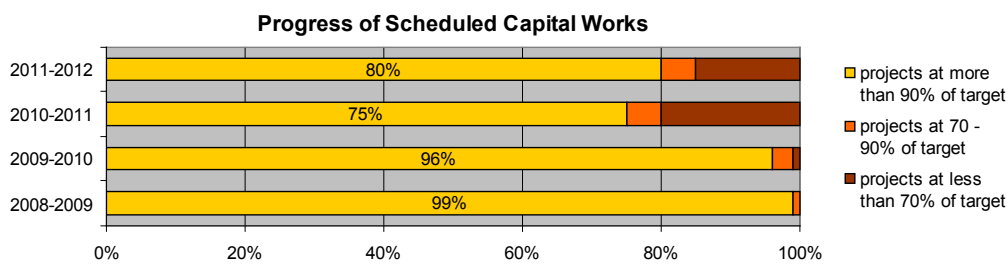
Remain within bandwidth of +/- 10%.

Community Sustainability Indicators

Scheduled Capital Works Completed

What do we measure?

Percentage of capital works with at least 90% progress target achieved by the end of the financial year.



82% of works were completed or on schedule by the end of the 2011-2012 financial year, with the remainder scheduled to be completed during 2012-2013. Reasons for delays included grant funding not being available, requirement for additional consultation with affected stakeholders, technical issues and weather delays. Performance has improved on the previous financial year.

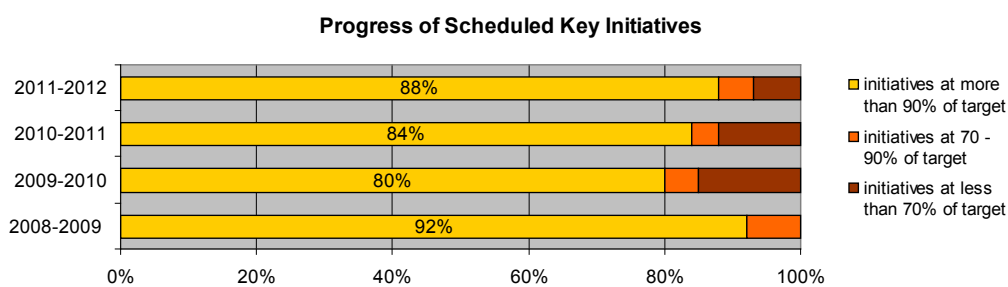
Desired direction

At least 85% of capital works at 90% or more of the progress target for the financial year.

Scheduled Projects Completed

What do we measure?

Percentage of key initiatives with at least 90% of progress target achieved by the end of the financial year.





The delivery of Key Initiatives continues to be on an improving trend.

Desired direction



At least 85% of projects at 90% or more of the progress target for the financial year.

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action	Status
Good Governance	Publish the Annual Report 2011	 ✓
Corporate Support Services	Redesign of Council's website and other tools including social media	

Capital Works 2011-2012

Service Area	Action	Status
Corporate Support Services	Business papers management system	 ✓
	Tech I Enterprise Licence Agreement	 ✓



High Country: Elaine Romalis - Warringah Art Exhibition entrant

Our Goal

5.2 An innovative and progressive organisation

Our Strategy

- Be a value driven organisation
- Delivering timely services based on community needs
- Demonstrate effective civic leadership and advocacy at both local and regional level
- Manage risks appropriately to sustain and enhance service delivery while ensuring organisational and community well-being
- Continue to focus on Business Excellence, including ongoing improvement of systems and processes to provide efficient and value-added services to the community
- Set in place strategies and policies aimed to reduce as much possible carbon emissions and resource consumption and minimise the overall ecological footprint of Council operations.

We identified three of Strategic Performance Measures to measure progress against this goal. All of them are very much within Council's sphere of influence.

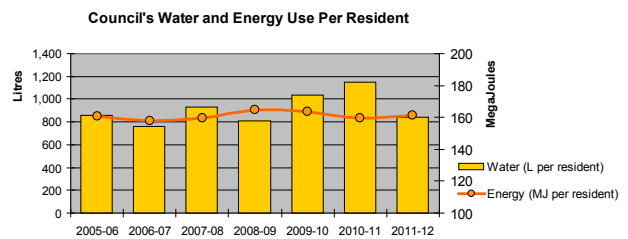
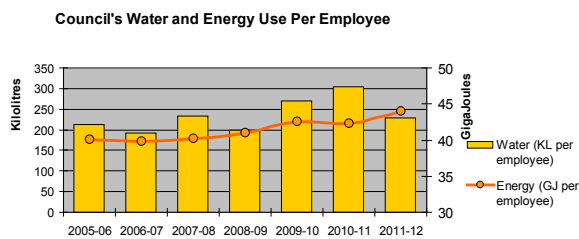
- Corporate environmental sustainability
- Asset renewal ratio
- Service reviews conducted
- Renewable energy usage by Council

Strategic Performance Measures

Corporate Environmental Sustainability *

What do we measure?

Water and energy consumption for all Council operations (excluding street lighting) per resident and per employee



Council's total energy consumption for 2011-2012 increased by 2.3% compared to last year, spread across both major and minor facilities and with a seasonality factor. Sites with the greatest increase in energy use are the Dee Why library, Warringah Aquatic Centre and Cromer Depot, while various other Council areas have reduced their energy use. Over the last 2 years total energy use has increased by 0.7%, which rates as a 2.3% increase per employee due to falling staff numbers, but an actual drop in energy use per resident of 1.2% due to a growing population. Our corporate water consumption has dropped by a significant 26% compared to last year, largely attributed to action on repairing leaks in several sites.

Desired direction

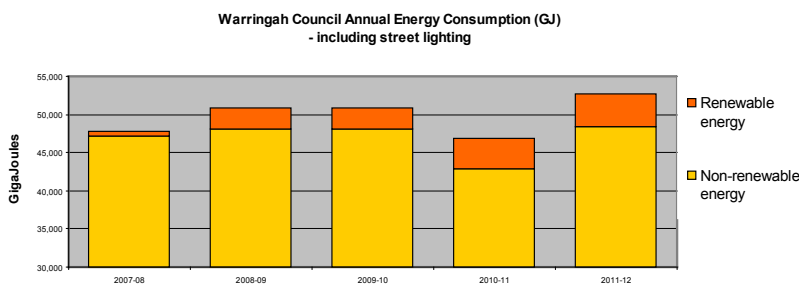
Decrease the consumption per employee.

* Ausgrid

Renewable Energy Usage (Council)

What do we measure?

Although we cannot yet measure the renewable energy usage for the entire population, we do know the percentage Council purchases through GreenPower (in Gigajoules).



Council first started buying renewable energy in the last quarter of the 2007-2008 financial year. The percentage of GreenPower has been steadily growing and now accounts for around 9% of all energy used by Council, including street lighting and Council operations at office buildings, community centres, Aquatic Centre, sportsfield floodlights and all other council facilities. In addition, Council generates its own solar power from over 50 kW of photovoltaic panels at venues such as Brookvale Oval, Brookvale children's centre, several community centres, Forestville Library and South Curl Curl surf club. Overall energy use for council operations (excluding streetlights) has increased 2.3% over the last year, though only 0.7% across the last 2 years due to gains made in the previous year and seasonality factors. Some 9000 street lights over which we have no control account for over half Council's energy bill, though we have influenced Ausgrid to gradually use more energy efficient technologies.

Desired direction

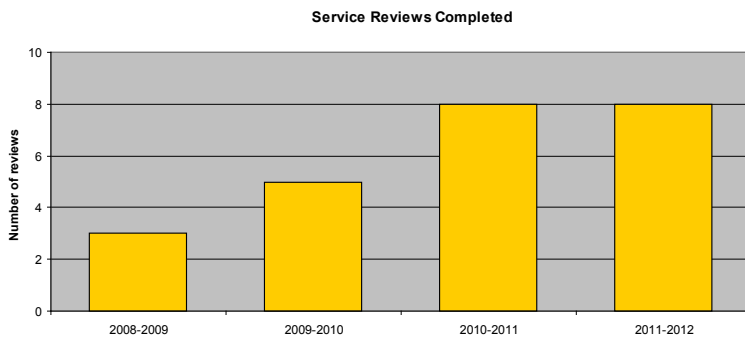
Increase the percentage of renewable energy usage.

Strategic Performance Measures

Service Reviews Conducted

What do we measure?

Reviews undertaken of Council services during the financial year.



There were eight service reviews conducted over the financial year 2011-2012. Areas reviewed included Community and Cultural Services, Property and Commercial Development, Finance Services, Building Certification and Fire Safety, Development Engineering, Warringah Projects and Sullage Service. This resulted in either minor or major changes to the services concerned.

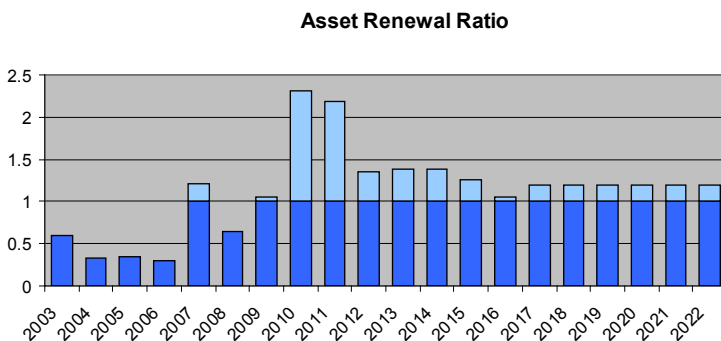
Desired direction

Ongoing program of service review reflecting Council’s commitment to Business Excellence.

Asset Renewal Ratio

What do we measure?

The amount spent on renewing existing assets (as opposed to maintaining them) divided by their annual depreciation (loss of value). A ratio of 1.0 or greater is preferred.








Financial sustainability now and in the future is a top priority and also applies to the assets that Council manages on behalf of the community. In the last few years we have increased our asset renewal ratio from well below the minimum preferred rate of 1.0 to 2.33 in 2009-2010. For the coming years we have budgeted ratios ranging from 1.58 to 2.18, ensuring that we can keep our assets at the desired service levels for the longer term. Substantial progress is being made by developing the Asset Management Policy and Strategy and updating accompanying Asset Plans.

Desired direction









An actual ratio of greater than 1.0 annually.

Performance Against Principal Activities

Key Initiatives 2011-2012

Service Areas	Action	Status
Good Governance	Develop the Annual Strategic Community Plan 2012	 ✓
	Develop an Energy and Water Savings Action Plan	
Corporate Support Services	Defining excellence program of work for Warringah Council in accordance with the Australian Business Excellence Framework, including establishing a BE Self Assessment Program	 ✓
	Implement and manage the Business Continuity Program	 ✓
	Establish and implement Council's enterprise risk management framework and program	 ✓

Capital Works 2011-2012




Service Area	Action	Status
Corporate Support Services	Desktop virtualisation	 ✓
	Mobile computing solutions	 ✓
	Invoice scanning software	 ✓
	Online time attendance	
	TRIM EDRMS upgrade	 ✓
	Upgrade standard desktop operating environment	
	Upgrade IT service desk management system	 ✓
	Upgrade enterprise management system	 ✓






Long Reef: Suzanne Lane - Warringah Art Exhibition entrant

Status

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

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

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

-  – at least 90% of completion target achieved
-  – between 70% - 90% of completion target achieved
-  – less than 70% of completion target achieved
- ✓ – action has been completed




SERVICE HIGHLIGHTS

4

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

The State of the Environment Report is in the Appendix.

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

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Certification Services

Strategic Contributions

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

\$0.8m

Total expenses from continuing operation

Fast Facts

- 211 building certificate applications processed
- 220 construction certificates processed

Key Activities and Programs

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

Key Performance Indicator

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

Accreditation of Certification Officers

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

Certification Services Audit

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

Children's Services

Strategic Contributions

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

\$6.8m

Total expenses from continuing operation



Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

Quality Services

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

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

Vacation Care

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

Children's Services

National Quality Framework

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

Education and Care National Regulations

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

Inclusion of Children with Additional Support Needs

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

Upgrades of Childcare Facilities

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



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

Community and Safety Services

Strategic Contributions

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

\$6.2m

Total expenses from continuing operation










Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

Community Services

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

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

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

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

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

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

Community and Safety Services

\$105,000 to Aid Community Development Programs

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

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

Beach Services 🌊

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

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

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

Aged Services

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

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

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

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

Youth Services

Brewarrina Youth Exchange

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

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

YouthFest 2012

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

Northern Composure Band Competition

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

Band Night Program

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

Grant Funding for Safe Youth Events

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

24/7 Youth Film Festival.

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

Community and Safety Services

DiscoBility Dance Party

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

ArtStart Hip Hop Workshops!

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

Seminars, Speaker Nights and Workshops

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

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

Warringah Youth Advisory Committee

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

Youth Forum

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



Contemplating Modigliani: Maureen Cotterell - Warringah Art Exhibition entrant

Compliance Services

Strategic Contributions

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

\$5.4m

Total expenses from continuing operation




Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

Alcohol Free Zones and Alcohol Prohibited Areas

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

Charity Clothing Bins

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

Compliance Services

Sushi Presentation

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

Food Handlers Courses

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

Dogs Big Day Out

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

Off-Leash Areas

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

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

Animal Control

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



Landscape: Robin Walker - Warringah Art Exhibition entrant

Cultural Services

Strategic Contributions

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

\$1.1m

Total expenses from continuing operation



Fast Fact

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

Key Activities and Programs

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

Key Performance Indicator

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

Events

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

Sustainable Events Policy 🌱

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

Warringah Art Exhibition

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

Cultural Development Grants Program

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

ANZAC Day and Remembrance Day at Manly Dam

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

Brookvale Show 🌱

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

Cultural Services

Christmas by the Beach

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

New Year's Eve Family Fireworks Dee Why Beach

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

Australia Day

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

Music in March

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

Warringah Classic Food and Wine Fair

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

World Surfing Reserve Dedication Ceremony

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

Guringai Music Show Case

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

Local Government week 2011

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



Stud for Sale: Georgia McKern - Warringah Art Exhibition entrant

Development Assessment

Strategic Contributions

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

\$5.9m

Total expenses from continuing operation




Fast Fact

- 2,413 development applications determined

Key Activities and Programs

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

Key Performance Indicators

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

Determining Applications

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

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

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

E-Services

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

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

Glen Street Theatre

Strategic Contributions

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

\$3.2m

Total expenses from continuing operation



Fast Facts

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

Key Activities and Programs

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

Key Performance Indicator

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

Annual Subscription Season

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

Music at the Glen

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

Literary Lunches

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

KidsPlay

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

Community Use of the Theatre

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

The Theatre Gets a Make Over

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

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

Australia Day

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

Management of Glen Street

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

Information and Library Services

Strategic Contributions

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

\$6.4m

Total expenses from continuing operation







Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

Libraries

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

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

National Year of Reading

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

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

Information and Library Services

Local Studies

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

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

Children's Programs

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

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

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

Book Club

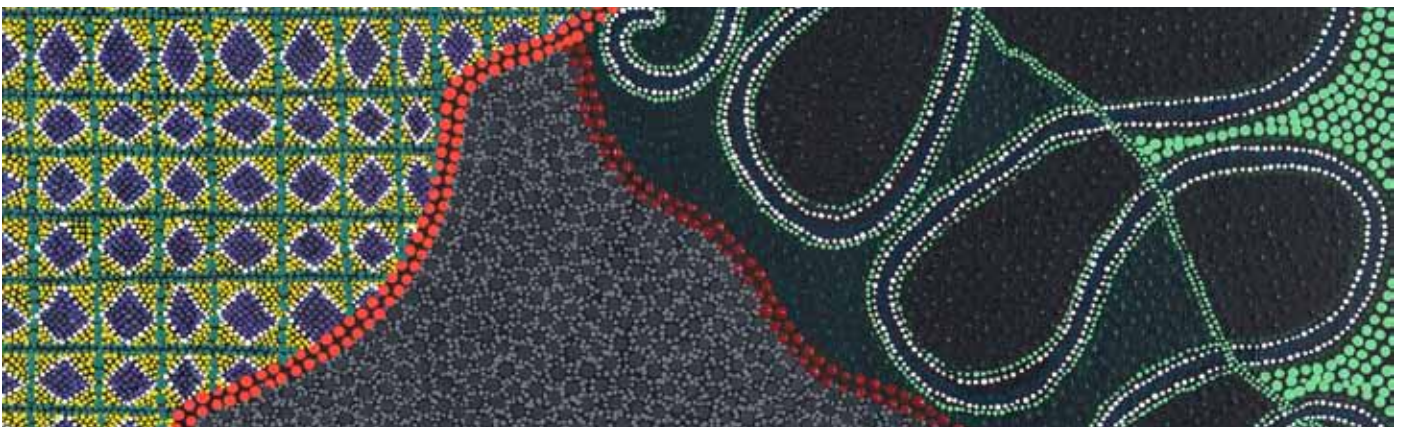
Book club groups in Warringah have access to more than 175 book club kits, an eNewsletter and a Facebook page through the library website. Book club competitions, where prizes include an evening with an author, are also popular.

Digital Collection

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

The Transit of Venus

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



The Unknown: Jess Myers - Warringah Art Exhibition entrant

Kimbriki Environmental Enterprises Pty Ltd

Strategic Contributions

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

\$18.1m

Total expenses from continuing operation

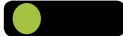



Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

Leading the Way

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

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

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

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

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

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

Eco-House and Garden

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

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

Natural Environment Services

Strategic Contributions

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

\$11m

Total expenses from continuing operation









Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

Biodiversity

Natural Area Management

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

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

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

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

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

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

Draft Warringah Biodiversity Conservation Study

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

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

Natural Environment Services

Threatened Species

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

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

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

Wildlife Protection Areas

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

Catchments and Waterways

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

Flood Studies for Narrabeen Lagoon and Manly Lagoon

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

Narrabeen Lagoon Dredging Community Consultation

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

Narrabeen Lagoon Entrance Clearance

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

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

Marine Biodiversity

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

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

Trails and Cycleways

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

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

Enhanced riparian zones through tree planting days

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

Stormwater Management

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

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

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

Natural Environment Services

Planning for the Future

Development Assessment

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

Certification of Coastal Emergency Action Subplan

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

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

Capacity Building

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

Hilltop to Headland Environmental Series

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

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

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

Environmental Education for Sustainability Event Days and Walks

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

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

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



Tiger vs Bear: Grace Chen - Warringah Art Exhibition entrant

Parks, Reserves and Foreshores

Strategic Contributions

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

\$10.1m

Total expenses from continuing operation











Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

Cromer Park Field 1 Synthetic Surface

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

South Curl Curl Rockpool Upgrade

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

Parks, Reserves and Foreshores

Playground Upgrades

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

Manly Warringah War Memorial Park

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

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

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

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

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

Stony Range Regional Botanic Garden

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

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

Sporting Club Capital Assistance Program

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

Nolan Reserve Sports Lighting, North Manly

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

Adams Street Oval, Curl Curl

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

Better Management of Sport and Recreation Venues and Open Spaces

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

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



Life of Neptune: Fraser Granville - Warringah Art Exhibition entrant

Roads, Traffic and Waste

Strategic Contributions

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

\$29.4m

Total expenses from continuing operation

Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

Management of Road and Traffic Assets

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

New Footpath Program

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

Roads, Traffic and Waste

The Strand Dee Why Upgrade

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

Heavy Patching Program

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

E-waste

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

Regional Waste Collection Strategy

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

Waste Education

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

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

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

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

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

Road Safety Program

A range of road safety programs were delivered including:

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

New Bike Paths

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

Brookvale/Dee Why Transport Management and Accessibility Study

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

Pride of Workmanship Award

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

Engineering award

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

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



Serene: Isabella Wilson - Warringah Art Exhibition entrant

Strategic Planning

Strategic Contributions

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






\$2.6m

Total expenses from continuing operation

Key Activities and Programs

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

Key Performance Indicators

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

New Warringah Local Environment Plan and Development Control Plan

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

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

New Development Control Plan for Freshwater

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

Planning Proposal Evergreen Estate

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

Strategic Planning

Frenchs Forest – New Hospital and Proposed Specialised Centre

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

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

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

New Direction for Mountain Biking in Warringah

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

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

Community Gardens

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

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

Dee Why Town Centre Master Plan Review

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

Warringah Public Spaces Design Guidelines Review

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



Carnival Quarry: Lina Tesoriero - Warringah Art Exhibition entrant

Warringah Aquatic Centre

Strategic Contributions

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

\$3.9m

Total expenses from continuing operation






Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

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

Master Planning

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

Roof Upgrade Project

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

Seniors Concessions at Warringah Aquatic Centre

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

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

Corporate Support Services

Strategic Contributions

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

\$16.4m

Total expenses from continuing operation








Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

Planning for Business Continuity

Cross Training of Customer Service Staff

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

Service Achievements

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

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

New Telephony System

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

Mobile Forms

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

Corporate Support Services

Request a Service Anytime Anywhere

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

Business Excellence

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

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

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

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

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

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

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

Employer of Choice

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

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

Business Continuity Capability

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

Enterprise Risk Management Framework Implementation

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

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



Natures Companions: Natalie Malouf - Warringah Art Exhibition entrant

Good Governance

Strategic Contributions

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

\$7m

Total expenses from continuing operation






Fast Facts

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

Key Activities and Programs

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

Key Performance Indicators

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

Local Government Reform – the People's Verdict

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

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

Environmental Sustainability Strategy 🌱

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

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

A New Agenda

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

Economic Development in Warringah 🌱

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

Good Governance

Small Business September

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

Women in Business Mentoring Program

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

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

Warringah Councillors Tightened their Belts

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

Online Discussion Forum – Your Say Warringah 🌐

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

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

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

Community Engagement 🌐

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

Media

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

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

Design

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

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

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



Henri: Janis Clarke - Warringah Art Exhibition entrant



Rolling Hills: Andrew Lo - Warringah Art Exhibition entrant



5 STATUTORY RETURNS

Local Government Act 1993, Local Government (General)
Regulation 2005 and other statutory information.

Local Government Act 1993

Section 428 (1)

Performance of Principal Activities in the Management Plan

Our performance against Principal Activities in the Strategic Community Plan 2011 is presented on pages 34 to 161.

Section 428A

State of Environment Report

Our performance against environmental goals in the Strategic Community Plan 2010-2012 is presented in the Appendix.

Section 428 (4)

Financial Statements

Our audited Financial Reports for the 2011-2012 financial year commences on page 177 onwards.

Environmental Planning and Assessment Act 1979

Warringah Council did not enter into any planning agreements during 2011-2012.

Local Government (General) Regulations 2005

Clause 132

Rates and Charges Written Off 2011-2012

Written Off 2011-2012	
Rates abandoned (postponed)	\$7,245
Interest abandoned (postponed)	\$3,432
Interest abandoned (other)	\$2,173
Mandatory pension rebate	\$1,855,760
Voluntary pension rebate (rates)	\$131,078
Voluntary pension rebate (waste)	\$226,501
Total	\$2,226,189

Clause 217(1)(a)

Overseas Visits by Councillors or Council Staff 2011-2012

Nil.

Clause 217(1) (a1)

Councillors Facilities and Expenses

Facilities and Expenses	
Dedicated office equipment to Councillors (incl. computers)	\$1,710
Communication charges (including phone calls, facsimile and internet)	\$29,045.95
Seminars and conferences attended by Councillors	\$5,365.80
Councillor training and skills development	\$11,643.40
Interstate travel by Councillors	\$10,142.85
Overseas visits by Councillors	\$0
Expenses of spouse, partner, or person accompanying a Councillor	\$0
Provision of care for a child or family member of a Councillor	\$1,853.52
Other expenses	\$53,670.50
Total	\$113,432.02

Local Government (General) Regulations 2005

Clause 217(1) (a2)

Contracts Awarded in 2011-2012 for Goods and Services in Excess of \$150,000

Contractor	Good and services provided	Approx. value as approved by Council
AWT Survey Pty Ltd	Stormwater Asset Data Collection for Manly Flood Study	\$ 164,240
Bilas Knight Pty Ltd	Curl Curl Sports Amenities Renewal	\$914,000 (paid \$44,000 then contract terminated and new contract entered into with Sydney Construction Group – details below)
Sydney Construction Group Pty Ltd	Curl Curl Sports Amenities Renewal	\$888,500
GPM Contractors Pty Ltd	Narrabeen Lagoon Entrance Clearance	\$922,430
Downer EDI Works Stablised Pavement Australia	Road Construction Services and Material Panel Contract - Sub Panel 1: Stabilisation of Road Pavement	\$850,000
Downer EDI Works SRS Road Services Stablised Pavement Australia	Road Construction Services and Material Panel Contract - Sub Panel 2: Bitumen Sprayed Seal Works on Road	\$350,000
Boral Asphalt Downer EDI Works Fulton Hogan Services Ozpave Australia SRS Road Services	Road Construction Services and Material Panel Contract - Sub Panel 3: Asphaltic Concrete	\$9,500,000
Boral Asphalt Downer EDI Works Ozpave Australia Stablised Pavement Australia	Road Construction Services and Material Panel Contract - Sub Panel 4: Cold Milling of Asphalt and Base Course	\$2,850,000
Downer EDI Works National Road Sealing SRS Road Services Super Sealing	Road Construction Services and Material Panel Contract - Sub Panel 5: Crack Sealing of Road	\$250,000
Downer EDI Works SRS Road Services	Road Construction Services and Material Panel Contract - Sub Panel 6: Pavement Rejuvenation	\$50,000
Oakvale Capital Limited	Investment Advisory Services	\$324,000
Strategic Leisure Group	Warringah Aquatic Centre – Feasibility Study, Community Engagement and Preparation of Future Options	\$145,000
Sterling Group Benedict Sand and Gravel Evergreen Turf NSW Pty Ltd Qualturf Pty Ltd The Green Horticultural Group Pty Ltd	Sportsfield renovation works (including maintenance)	\$1,725,000

Parkview Constructions Pty Ltd	Brookvale Oval revitalisation works stage 4	\$2,252,011
Place Design Group Pty Ltd	Dee Why Town Centre Master Plan Review Project	\$296,890
Turf One Pty Ltd	Construction of synthetic surface and ancillary works – Cromer Park	\$1,179,156
Kelbon Project Services Pty Ltd Performance Concrete Pty Ltd Stateline Asphalt Pty Ltd	Concrete restoration works panel contract	\$1,500,000
Patterson Building Group Pty Ltd	Collaroy Surf Life Saving Club upgrade works	\$1,512,256
Sam the Paving Man	Construction of alfresco terraces	\$97,337
Landscape Solutions Australia Pty Ltd	Construction of the Narrabeen Lagoon Multi – Use Trail Stage 2A	\$898,859
Greater Asia Consulting Corporation Pty Ltd trading as Griffith Consulting Group	Provision of high performance leadership coach program for managers group	\$170,692
IP Publicity Pty Ltd	Publicity services for Glen Street Theatre	\$50,700
Smada Electrical Services	Sportsfield lighting construction – stage 2 Nolan Reserve, North Manly	\$295,480
Demonz Media Pty Ltd	Supply and implementation of website redevelopment (including content management system)	\$301,560
Freyssinet Australia Pty Ltd	Warringah Aquatic Centre roof remedial works – stage 1	\$207,721
Techni- Clean Australia	Footpath and paver scrubbing and cleaning services	\$237,270

Clause 217(1) (a3)

Summary of Legal Proceedings

During 2011-2012 the following expenses were incurred in relation to legal proceedings:

Proceedings favourably finalised	\$237,109
Discontinued	\$77,179
Proceedings not favourably finalised	\$0
Proceedings not finalised	\$286,003
TOTAL	\$600,291

Discontinued

Warringah ats Claireleigh Holdings

Warringah ats Watson-Broadfoot

Warringah ats Gow

Warringah ats Kennard

Proceedings Favourably Finalised

Warringah v Loel (2 matters)

Warringah v Diggins

Warringah v Smith

Warringah v Berryman

Warringah v Loel

Warringah v Crossley

Warringah v Loucks

Warringah v Barradas

Warringah v Bradley

Warringah v Crossley

Warringah v Shamoan

Local Government (General) Regulations 2005

Warringah v Li'o & Bobanovic
 Warringah v Lever
 Warringah ats Trinity Early Learning
 Warringah ats Bokanovic
 Warringah ats Loucks
 Warringah ats Campbell
 Warringah ats Cavill Properties
 Warringah ats Kelly Trust No 2
 Warringah ast Cavill
 Warringah ats Tim Shellshear
 Warringah ats Nui
 Warringah ats Bradley
 Warringah ats Johnston

Proceedings not Favourably Finalised

Nil

Proceedings not Finalised

Warringah v Kahwam
 Warringah v Ma
 Warringah v Gow
 Warringah v Ullrich
 Warringah v Humphries
 Warringah ats Young
 Warringah ats Greenwood
 Warringah ats McKees
 Warringah ats Dee Why Grand
 Warringah ats AMP
 Warringah ats Artz 2 Design
 Warringah ats O'Toole

Clause 217(1) (a4)

Council Works on Private Land

Nil.

Clause 217(1) (a5)

Grants and Donations

2011/2012 Grants and Donations - operational	Amount
Recipients:	
Allambie Heights Community Tennis Club	\$31,000
Anglicare North Manly Daycare Centre	\$100
Catholic Parish of Warringah	\$2,565.50
Collaroy Surf Life Saving Club Inc	\$5,746
Computer Pals for Seniors Northern Beaches	\$1,750
Curl Curl Youth Club	\$5,000
Cyclops Press	\$1,000
Daniel Clark - Orangutan preservation	\$250
Dee Why Surfing Fraternity	\$2,400
Dee Why RSL Day Care for Seniors	\$100
Dee Why School for Seniors	\$100
Dee Why Senior Citizens Club Inc	\$100
Dee Why Surf Life Saving Club Inc	\$5,746
Disabled Alternative Road Service DARTS	\$2,100
Epilepsy Action Australia	\$2,000
Eramboo World Studies Centre	\$3,500
Eurofest Cultural & Sporting Association	\$2,500
Fighting Chance Australia	\$5,000
Folk Federation of NSW Inc	\$5,000
Forest & Terrey Hills Seniors Club Inc	\$2,450
Forest Hills Pony Club Inc	\$5,000
Forest Rugby Club	4,580
Freshwater Surf Life Saving Club	\$5,746
Harbord Diggers Daycare Club	\$100
Kaddy Transport	\$100
Koori Kids Pty Ltd	\$550
Lifestart Co-Operative Limited - Northern Beaches Branch	\$2,564.50
Long Reef Surf Life Saving Club	\$5,746
Manly Community Centre	\$3,720
Manly Vale Community Garden Inc	\$5,064.26
Manly Warringah Cricket Association	\$17,000
Manly Warringah Football Association Inc	\$12,602.50
Manly Warringah Pittwater Community Aid service Inc	\$3,800
Manly Warringah Pittwater Community Transport	\$3,000
Narrabeen Beach Surf Life Saving Club	\$5,746
NBNS Mobile Information Service	\$600
North Curl Curl Surf Life Saving Club	\$5,746

North Narrabeen Surf Life Saving Club	\$5,746
Northern Beaches Creative Leisure & Learning-Artability	\$2,000
Northern Beaches Chorus	\$2,000
Northern Beaches Eisteddfod	\$5,000
Northern Beaches Food Services Inc	\$6,200
Northern Beaches Interchange	\$5,000
Northern Sydney Symphonic Wind Ensemble	\$2,000
Northside Community Connect	\$31,900
Pacific and Maori Work on the streets	\$13,000
Peer Support Australia	\$2,400
Peninsula Senior Citizen Toy Repair Group Inc	\$1,516
Permaculture Sydney North	\$300
Royal Rehabilitation Centre	\$3,300
South Curl Curl Surf Life Saving Club	\$5,746
St Vincent De Paul Society Northern Beaches	\$5,000
South Narrabeen Surf Life Saving Club	\$5,746
Surf Life Saving Sydney Northern Beaches Branch	\$12,065
Tear Australia Inc	\$210
Terrey Hills Community Library	\$20,000
The Book Lovers Warringah Inc	\$1,000
Tibetan Community of Australia	\$1,250
Visually Impaired Persons Group	\$100
Warringah Concert Brass	\$2,000
Warringah Pittwater State Emergency Service	\$50,000
Warringah Printmakers Studio	\$1,500
William Clark - Orangutan preservation	\$250
Total	\$345,796.30

2010/2011 Grants and Donations - capital	Amount
Recipients:	
Belrose Terrey Hill Raiders Inc	\$99,500
Collaroy Tennis Club	\$773.85
Forest District Rugby Club	\$25,584.67
Forest Baseball Club	\$494.54
Manly Warringah BMX club	\$3,059.09
Forest Hills Pony Club Inc	\$16,500
Manly Warringah Softball Association	\$2,500
Total	\$116,737.61

Clause 217(1) (a6)

External Bodies with Council Delegated Authority

Clause 217(1) (a6)

External Bodies with Council Delegated Authority

Warringah Development Assessment Panel independently determines major development applications.

Clause 217(1) (a7)

Council Controlled Companies

Kimbriki Resource Recovery Centre

Kimbriki Environmental Enterprises Pty Limited (KEE) operates a recycling and waste disposal centre at Kimbriki Road, Terrey Hills. Warringah Council is the major shareholder in KEE with 51% of shares. The remaining shares are held by Pittwater, Manly and Mosman Councils holding 34.45%, 10.75% and 3.84% of shares respectively.

KEE commenced operation on 1 July 2009 following the necessary authorisations pursuant to sections 358 and 625 of the Local Government Act.

Clause 217(1) (a8)

Partnerships, Cooperatives and Joint Ventures

Warringah Pittwater Rural Fire Committee

Warringah Council has a 50% interest in the assets and liabilities of a joint venture project with Pittwater Council for the provision, control and management of bush fires. The joint venture will continue on a year-to-year basis until dissolved in accordance with the terms of the deed of agreement. Both councils have signed a Service Level Agreement with the Commissioner of the NSW Rural Fire Services to cover the provision of these services.

Warringah Pittwater State Emergency Service

Warringah Council has a two-thirds interest in the assets and liabilities of the Joint State Emergency Service for Warringah - Pittwater.

Shore Regional Organisation of Council's (SHOROC)

Warringah Council is an equal member of SHOROC along with Manly, Mosman and Pittwater Councils. The SHOROC group develops and delivers regional strategies and initiatives of benefit to the member councils.

Local Government (General) Regulations 2005

Clause 217(1) (a9)

Equal Employment Opportunities (EEO) Activities

Our Equal Employment Opportunity (EEO) Management Plan aims to ensure fair outcomes in all areas of employment including: recruitment, learning and development, performance management, equal access to information about Council policies, procedures and practices, supervision and management of staff and conditions of employment. It assists in redressing past disadvantages by improving employment outcomes for EEO group members - women, Aboriginal people and Torres Strait Islanders, people whose first language was not English, and people with a disability.

During 2011-2012 our number of female senior managers increased by three through merit based appointments. Females now make up 25% of our senior leadership group, 62% of our overall workforce (with 59% in permanent positions) and 52% of all supervisory roles currently have a female incumbent.

As part of our EEO plan cultural awareness training is currently being developed for all staff, and a major education program continued was 'prevention of bullying and harassment', delivered in conjunction with the Office of Internal Ombudsman.

In keeping with EEO plan requirements that procedures for dealing with grievances and investigating complaints of harassment and discrimination are established and promoted, information about Council's EEO policy and grievance procedure is provided to all new employees at the corporate induction. In addition, refresher courses (including Code of Conduct) are offered to staff every two years.

As part of the ongoing voluntary collation of staff data, eight staff have indicated they have a disability, nine staff have indicated they are from an Aboriginal/ Torres Strait Islander background and forty four staff have indicated they are from another EEO background. This data illustrates diversity within our workforce that is consistent with that of our community.

Clause 217 (1) (b) (c)

Senior Staff Salaries

Between 1 July 2011 and 30 June 2012 the following senior staff salaries were paid:

Council has three senior staff as defined by the Local Government Act (General Manager, Deputy General Manager Community and Deputy General Manager Environment). All senior staff are engaged under the standard employment contract issued by the Department of Premier and Cabinet – Division of Local Government and are subject to performance agreements. The contract term for the General Manager, the Deputy General Manager Community and Deputy General Manager Environment is five years. The all-inclusive remuneration packages that incorporate salary, employer superannuation, performance and higher duties payments and fringe benefits tax for the senior staff for the financial year ending 30 June 2012 were as follows:

	General Manager	Senior staff
Salary component of the package	\$338,378.19	\$481,122.75
Bonus, Performance and other payments	\$0	\$0
Councils contribution to superannuation	\$15,714.66	\$41,209.67
Non cash benefits accounted in the package	\$180.00	\$2,924.90
Fringe benefits tax for non-cash benefits	\$11,004.10	\$14,019.82
Total package	\$365,276.95	\$539,277.14

Clause 217 I (f)

Companion Animals Act and Regulation

Lodgement of Pound Data Collection Returns with the Department

The data collection returns are being compiled for lodgement with the Division of Local Government before the deadline of 30 September 2012. A total of 60 cats (up 23 on previous year) and 428 dogs (down 12 on previous year) were transferred to Council's pound facility in 2011-2012 of these 23 cats and 411 dogs were released back to their owners. Some 33 cats and 15 dogs were re-homed either directly from the pound or were sent to a re-homing organisation. One dog died at the pound due to illness or injury while one dog and four cats were euthanised due to unsuitability to re-home due to illness or aggression. An additional 49 dogs were picked up by Rangers but returned home directly.

Reporting Dog Attacks to the Department

This occurs within 72 hours of the attack being reported to Council. A total of 58 dog attacks (up from 34 the previous year) were reported to the Division of Local Government during 2011-2012. This increase may be partially due to increasing awareness of Council's role in addressing dog attacks.

Expenditure on Companion Animal Management and Activities

Some \$159,625 was spent on the management of companion animals and related activities.

The funds were dispersed as follows.

Employment related costs	\$72,307
Pound Fees	\$38,408
Advertising/promotion	\$4,743
Materials/consumables	\$34,618
Other	\$9,549
Total	\$159,625

The Division of Local Government contributed \$27,920 towards these costs.

Companion Animal Community Education Programs Carried Out

The Warringah 'Dogs Big Day Out' was held on Sunday 28 August at Frenchs Forest Showground. This attracted over 4,000 people with their dogs for a fun but educational day. Demonstrations on agility and obedience were enlightening. A number of veterinarians and welfare groups were on hand to answer questions on dog ownership.

The pets section of Council's website was regularly updated to allow for easy access to pertinent information on responsible pet ownership in the area.

Council continues to hand out "pooch pouches" for owners to put dog waste collection bags in attached to the dogs lead as well as cat collars with bells to promote responsible pet ownership. Cat collars with bells are also available from Council.

The Rangers through their dealings with the community in relation to uncontrolled dogs, nuisance dogs and dangerous dogs continue to educate through both information and enforcement. Rangers also attended a number of kindergartens to talk about dog safety.

Strategies Council has in Place to Promote and Assist in the De-sexing of Dogs and Cats

Council promotes the de-sexing of dogs and cats through its educational activities including the promotion of de-sexing in Council publications.

Strategies to Seek Alternatives to Euthanasia for Unclaimed Animals

Council has a no kill policy at its pound for animals that can be re-homed and has arrangements with the Animal Welfare League, Cat Protection Society and RSCPCA to take unclaimed dogs and cats that are suitable for re-homing (ie not dangerous).

A Council employee attended the Getting to Zero Summit about reducing the euthanasia rates of unwanted animals in September 2011. A number of strategies have been taken on board including using a variety of ways to re-home unclaimed animals from the pound and ensuring animals that are re-homed directly from the pound are de-sexed so they do not contribute to the issue.

Due to the large numbers of cats needing homes a number of animals were advertised in the staff newsletter as well as in the local paper for sale. Council also worked with pet shops in the area to re-home a number of kittens.

As a result of the strategies in place no animals able to be re-homed were euthanised.

Off-Leash Areas Provided in the Council Area

Warringah has eight unleashed dog exercise areas with an additional four available at restricted times. Fencing has been installed in two parks to prevent straying onto the road and make it safer for the dogs. A dog swimming area is also available at Curl Curl lagoon.

A study on beaches suitable for dog unleashed exercise and swimming was carried out. It found that no beach was suitable due to environmental factors and it would likely conflict with other users.

Our aim is to provide more accessible options for residents to take their dogs for a walk and let them off the leash safely, while also protecting our natural environment and considering the needs of the wider community. We will continue to review these as required.

Local Government (General) Regulations 2005

1. Review of proactive release program - Clause 7(a)

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Warringah's program for the proactive release of information is conducted by making information – other than open access information - available to the public via Council's website.

During the reporting period, this program resulted in the release of a vast amount of information in the public interest.

As a result of this review, we proactively released information relating to: Council services, events, community issues, planning and development services and environmental matters.

2. Number of access applications received - Clause 7(b)

During the reporting period a total of 14 formal access applications were received.

3. Number of refused applications for Schedule 1 information - Clause 7(c)

During the reporting period a total of one formal access application was refused because the information requested was information referred to in Schedule 1 to the GIPA Act. The application was refused in full, no application was part refused.

4. Statistical information about access applications - Clause 7(d) and Schedule 2

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private Sector Business	0	0	0	0	0	0	0	0
Not for Profit Organisations or Community Groups	1	0	0	0	0	0	0	0
Members of the Public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the Public (other)	6	0	3	0	2	1	0	1

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of Applications by Type of Application and Outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	7	0	3	0	2	1	0	1
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual). The total number of decisions in Table B should be the same as Table A.

Table C: Invalid Applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (Section 41 of the Act)	1
Application is for excluded information of the agency (Section 43 of the Act)	0
Application contravenes restraint order (Section 110 of the Act)	0
Total Number of applications received	1
Invalid applications that subsequently became valid applications	0

Table D: Conclusive Presumption of Overriding Public Interest Against Disclosure: Matters Listed in Schedule 1 to Act

	Number of Times Consideration Used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	1
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Government Information (Public Access) Act 2009

Table E: Other Public Interest Considerations Against Disclosure: Matters Listed in Table to Section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timelines

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	13
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	1
Total	14

Table G: Number of Applications Reviewed Under Part 5 of the Act (by Type of Review and Outcome)

	Decision varied	Decision upheld	Total
Internal review	0	1	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	1	1

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for Review under Part 5 of the Act (by Type of Applicant)

	Number of Applications for Review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	1

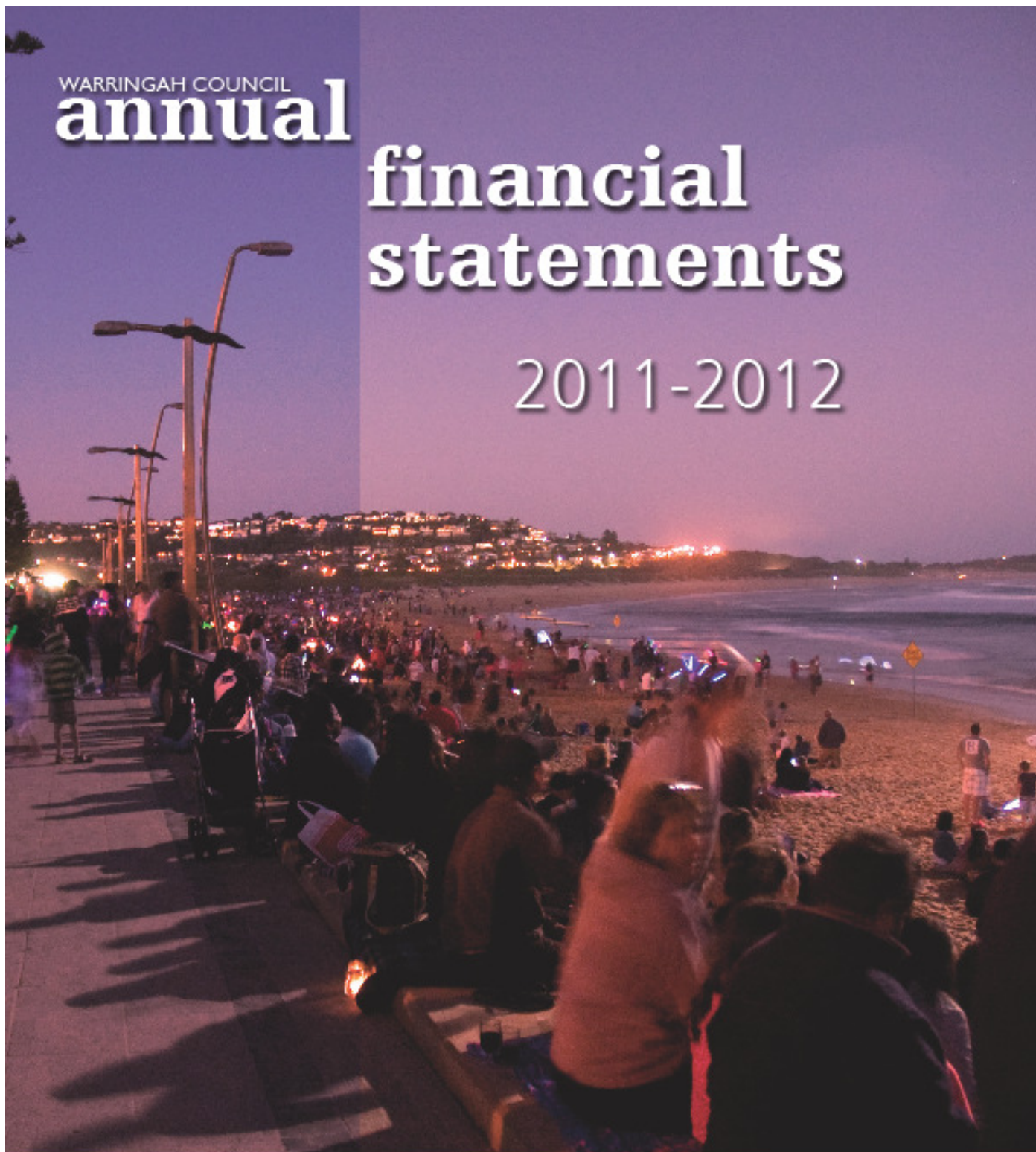


Couple in bed: Raquel Schwaeler - Warringah Art Exhibition entrant

WARRINGAH COUNCIL
annual

financial statements

2011-2012



FINANCIAL STATEMENTS

in Plain English

<p>Introduction</p> <p>The General Purpose Financial Statements show how the Council performed financially during the 2011/2012 financial year and presents the financial position as at the end of the financial year.</p> <p>Council presents its financial statements in accordance with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Interpretations, the Local Government Act (1993) and Regulation and the Local Government Code of Accounting Practice and Financial Reporting. Particular terms required by these Standards may not be familiar to some readers. Council is a "not-for-profit" organisation and some of the generally recognised terms used in the private sector corporate reports are not ideally transferable to the Local Government Environment.</p> <p>Warringah Council is mindful of its role of acting in the public interest and it is in this context that the Plain English guide is provided to assist readers in understanding and analysing the financial report.</p> <p>What is Contained in the General Purpose Financial Statements?</p> <p>Council's Financial Statements have two sections, namely:</p> <ol style="list-style-type: none"> (1) The Principal Financial Statements (2) The Notes to and Forming Part of the Principal Financial Statements. <p>There are four (5) Principal Financial Statements and twenty seven (27) Notes. These are prepared by Council staff, examined by the Council's Audit Committee and by Council and then audited by an independent Auditor. The five Principal Financial Statements appear immediately after the statement by Council on Pages 3-7 of the General Purpose Financial Report and comprise the following:</p> <ul style="list-style-type: none"> • Income Statement • Statement of Comprehensive Income • Balance Sheet • Statement of Changes in Equity • Cash Flow Statement <p>The Notes detail Council's accounting policies and the make up of values contained in the Principal Financial Statements.</p> <p>Statement by Councillors and Management</p> <p>The Statement is made by the Council, the General Manager and the Responsible Accounting Officer to indicate that, in their opinion, the General Purpose Financial Report has met all the statutory and professional reporting requirements and has been prepared in accordance with Council's records.</p>	<p>Income Statement</p> <p>The Income Statement shows:</p> <ul style="list-style-type: none"> • The sources of Council's revenue under various income headings • The expenses incurred in running the Council during the year <p>These expenses relate only to the operations and do not include the costs associated with the purchase or the building of assets. While asset purchase costs are not included in expenses there is an item for depreciation. This is the annual allocation of the cost of assets by reference to the remaining useful life of assets.</p> <p>Emphasis is placed on the net operating result before capital grants and contributions and indicates that revenues from operations exceeded expenses.</p> <p>Balance Sheet</p> <p>This statement is a snap shot of the financial position of the Council as at 30 June 2012. It shows what the Council owns as assets and what it owes as liabilities. The bottom line of this statement is net assets and is equivalent to the net worth of the Council that has built up since incorporation in 1906.</p> <p>The assets and liabilities are separated into current and non-current. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle.</p> <p>Statement of Comprehensive Income</p> <p>Council is required to present all items of income and expense recognised during the year. Council has chosen to present this information in two statements. The first is the Income Statement explained above. The second statement is the Statement of Comprehensive Income. This begins with Net Operating Result for the year from the Income Statement and then details other comprehensive income which represents other gains and losses of Council such revaluations not recognised in the Income Statement.</p> <p>Statement of Changes in Equity</p> <p>During the course of the year the value of total equity as set out in the Balance Sheet changes. This Statement shows the values of such changes and how these changes arose.</p> <p>The main reasons for a change in equity are as follows:</p> <ul style="list-style-type: none"> • Surplus from operations as disclosed in the Income Statement • Changes in minority interest of the subsidiary. <p>Cash Flow Statement</p> <p>Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. This statement is presented</p>	<p>according to a very specific accounting standard and needs some care and analysis. The values differ from those shown in the Income Statement because the Income Statement is prepared on an accrual accounting basis.</p> <p>Cash in this statement refers to bank deposits and other forms of highly liquid investments that can be readily converted to cash.</p> <p>Council's cash arises from and is used in three main areas:</p> <ul style="list-style-type: none"> • Operating activities • Investing activities – this term relates to only assets such as new capital plant and other long-term revenue producing assets. • Financing activities – this is used to record the receipt and repayment of external financing such as loans and leases. <p>The bottom line of the Cash Flow Statement is the cash at the end of the financial year.</p> <p>Notes to the Accounts</p> <p>The Notes are a very important and informative section of the Report. Rather than expecting the reader to have a working knowledge of the numerous and forever-changing Australian Accounting Standards, the Notes are provided to enable the reader to understand the basis on which the values shown in the Statements are established. These are described in Note 1.</p> <p>Apart from the Accounting Policies, the Notes also give details behind many of the summary figures contained in the Statements. The Note numbers are shown beside the relevant items in the Income Statement, the Statement of Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity and the Cash Flow Statement.</p> <p>The Notes should be read at the same time as, and together with, other parts of the Financial Statements to get a clear picture of the accounts.</p> <p>Auditor's Report on the Financial Statements and on the Conduct of the Audit</p> <p>The independent Audit Report is the external and independent opinion on the Financial Statements. It provides the reader with a totally independent opinion and covers both the statutory and professional requirements and also the fairness aspects of the Financial Statements.</p> <p>Local Government Financial Health Check</p> <p>Attached to this Plain English guide is Council's Sustainable Financial Health Check prepared in accordance with the industry accepted guidelines.</p>
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FINANCIAL HEALTH CHECK PERFORMANCE INDICATORS

CASH/LIQUIDITY POSITION

Indicator # 1 Cash /Liquidity Position – after accounting for external reserves

1.1 Unrestricted Current Ratio

Indicator Definition:

Current Assets less Externally Restricted Current Liabilities

Current Liabilities less Specific Purpose Current Liabilities

Indicator / Local Government Benchmark:

Greater than 2:1 Between 1:1 and 2:1 Less than 1:1 Successive years > 10:1

	June 2011	June 2012	June 2013	June 2014	June 2015
	2.74	3.35	3.34	3.45	2.72

Commentary: Council's liquidity is satisfactory enabling it to pay its debts as and when they fall due. The increase in this ratio reflects the ongoing management of Council's current liabilities

1.2 Available Cash Position

Indicator Definition:

(a) Available Cash Assets

Cash Assets less Externally Restricted Assets

(b) Unrestricted Available Cash Assets

Available Cash Assets less Internally Restricted Assets

	June 2011	June 2012	June 2013	June 2014	June 2015
(a)	\$44,788	\$46,233	\$45,921	\$47,386	\$35,307
(b)	\$35,422	\$36,289	\$35,622	\$36,968	\$24,772

Commentary: This indicator is used to interpret indicator 1.1 in \$ amount. More than adequate funds are available, providing the capacity to respond to opportunities to react to unforeseen commitments that may arise. Based on forecasted cashflows, Cash Assets will to remain relatively stable over the next two years and then decrease in year three reflecting the sale of assets and the Capital Works Program detailed in the Strategic Community Plan.

1.3 Availability of Cash Assets as a % of total Revenue

Indicator Definition:

(a) Available Cash Assets

Total Ordinary Revenue before Capital

(b) Unrestricted Available Cash Assets

Total Ordinary Revenue before Capital

	June 2011	June 2012	June 2013	June 2014	June 2015
(a)	34.21%	33.30%	30.46%	29.57%	21.33%
(b)	27.06%	26.13%	23.63%	23.07%	14.97%

Commentary: This indicator is used to interpret indicator 1.2[b] in % amount. This demonstrates that Council funds are available either for unplanned works, commitments or for unforeseen occurrences.

OPERATING RESULT

Indicator # 2 – Operating Result – using trend analysis Result from Continuing Operations before Capital Grants & Contributions

Indicator Definition:

Result from ordinary operations before receipt of Capital Grants and

Contributions ie. Operating Result after depreciation

Indicator / Local Government Benchmark:

Three (3) successive

Surplus' Surplus Deficit

	June 2008	June 2009	June 2010	June 2011	June 2012
	\$3,750	\$2,278	\$7,938	\$2,266	\$4,578

Commentary: Council continues to generate sufficient revenue to cover its operating expenditure, including depreciation. In accordance with its Financial Planning Policy which highlights the importance of financial sustainability, Council is proposing to maintain this position.

FINANCIAL HEALTH CHECK PERFORMANCE INDICATORS

ASSET RENEWAL EXPENDITURE

Indicator # 3 – Asset Renewal Expenditure

Indicator Definition:

Capital Renewal Capacity – amount of funds spent on renewing assets (as opposed to maintaining them)

Capital Expenditure on Existing Assets

Annual Depreciation

Indicator / Local Government Benchmark:

1 to 1 Less than 1:1

	June 2011	June 2012	June 2013	June 2014	June 2015
	2.59	2.05	1.38	1.39	1.25

Commentary: This is a longer term indicator of the condition and cost to maintain public infrastructure assets. A strategic approach to asset management has been adopted to ensure Council fully funds its asset renewals and eliminates infrastructure backlogs.

DEBT SERVICE RATIO

Indicator # 4 – Debt Service Ratio

Indicator Definition:

Net Debt Service Cost

Total Revenue from Ordinary Activities

Indicator / Local Government Benchmark:

<10% 10%-15% >15%

	June 2011	June 2012	June 2013	June 2014	June 2015
	1.54%	0.53%	0.00%	0.00%	0.00%

Commentary: This indicator shows the amount of annual revenue necessary to service annual debt obligations (loan repayments). Council's Only borrowings are finance leases for information technology equipment which are being phased out.

COLLECTION PERFORMANCE

Indicator # 5 – Collection Performance

5.1 Outstanding Rates, Charges & Fees

5.2 Rates, Annual, Interest and Extra charges outstanding

Indicator Definition:

5.1 Total Outstanding Rates Charges and Fees

Invoices raised plus Arrears Brought Fwd

5.2 Rates, Annual, Interest and Extra charges outstanding

Rates Annual, Interest and Extra Charges Collectible

Indicator / Local Government Benchmark:

<4% 4%-5% >5%

	June 2011	June 2012	June 2013	June 2014	June 2015
5.1	4.75%	4.06%	3.90%	3.90%	3.90%
5.2	3.19%	3.18%	3.10%	3.10%	3.10%

Commentary: 5.1 This indicator measures the effectiveness of Council in recovering all debts legally owed to it; whereas

5.2 This indicator assesses the impact of rates, annual interest & extra charges outstanding and the adequacy of recovery efforts.

FINANCIAL HEALTH CHECK PERFORMANCE INDICATORS

RE-VOTES OF EXPENDITURE

Indicator # 6 – Re – Votes of Expenditure

Indicator Definition: Revotes / Ordinary and Capital Expenditure

Indicator / Local Government Benchmark:

<2%		2%-5%		>5%	
June 2008	June 2009	June 2010	June 2011	June 2012	
0.08%	0.00%	2.12%	0.55%	0.24%	

Commentary: The existence of re-votes at year end indicates funded projects/outcomes were not delivered in accordance with Council's forecast position. During 2010/11 Council carried over 0.55% of its proposed capital expenditure. During 2011/12 this decreased to 0.24% and reflected issues such as delays due to weather.

ACCURACY / TIMELINES OF FINANCIAL DATA / BUDGET / COMPLIANCE

Indicator # 7 – Management Practices

Indicator Definition:

Indicator / Local Government Benchmark:

	8 to 10 Achieved	5 to 7 Achieved	< or = 4 Achieved		
	June 2008	June 2009	June 2010	June 2011	June 2012
1. Financial Bottom Line (before capital) matched to forecasts to a level of + or – 10%	No	Yes	No	No	No
2. Receipt of an unqualified Audit Report	Yes	Yes	Yes	Yes	Yes
3. Statements lodged to meet compliance deadline	Yes	Yes	Yes	Yes	Yes
4. Do you report monthly to management within 5 days of month end	Yes	Yes	Yes	Yes	Yes
5. Do you report quarterly – within 21 days of quarter end	No	No	No	No	No
6. Do you report annually – within 21 days of year end	No	No	No	No	No
7. Budgets incorporate a 3 year plan where the 2nd year becomes the base for the following year	Yes	Yes	Yes	Yes	Yes
8. Rigour of budget review and then ongoing monthly/quarterly budget to actual results analysis	Yes	Yes	Yes	Yes	Yes
9. Does RAO (Responsible Accounting Officer) formally report to Council on the sign off of Financial Statements – Section 413 (2) (c)	Yes	Yes	Yes	Yes	Yes
10. Has the Council established an Audit Committee comprising elected members and community representatives in the interests of best corporate governance practice.	Yes	Yes	Yes	Yes	Yes
	7	8	7	7	7

Warringah Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2012

*Leading our community
Protecting our environment
Creating our future*



General Purpose Financial Statements

for the financial year ended 30 June 2012

CONTENTS	PAGE	OVERVIEW
1. Statement by Councillors & Management	6	(i) These Financial Statements are general purpose financial statements for Warringah Council and its controlled entities and are presented in Australian currency.
2. Income Statement	7	(ii) Warringah Council is a body corporate of NSW, Australia - being constituted as a Local Government area by proclamation and is duly empowered by the Local Government Act (LGA) 1993 of NSW.
3. Statement of Comprehensive Income	8	Council's Statutory Charter is specified in Section 8 of the LGA and includes;
4. Balance Sheet	9	<ul style="list-style-type: none"> • carrying out activities and providing goods, services and facilities appropriate to the current & future needs of the Local community and of the wider public; • responsibility for administering regulatory requirements under the LGA and other applicable legislation, and • a role in the management, improvement and development of the resources of the local government area.
5. Statement of Changes in Equity	10	A description of the nature of Council's operations and its principal activities are provided in Note 2(b).
6. Statement of Cash Flows	11	(iii) The Financial Statements are authorised for issue by the Council on 29 August 2012 . Council has the power to amend and reissue the Financial Statements.
7. Notes to the Financial Statements	12	(iv) Through the use of the internet, we have ensured that our reporting is timely, complete, and available at minimum cost. All press releases, Financial Statements and other information are available on our website: www.warringah.nsw.gov.au .
8. Auditors' Reports	60	

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- The Local Government Act 1993 (as amended) and the Regulations made thereunder
- The Australian Accounting Standards and professional pronouncements.
- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these Statements:


- present fairly the Council's operating result and financial position for the year, and
- accord with Council's accounting and other records.

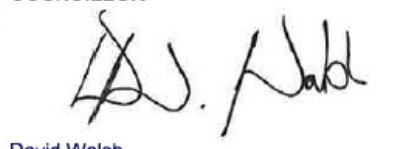
We are not aware of any matter that would render this Report false or misleading in any way.

Signed in accordance with a resolution of Council made on 28 August 2012.


Michael Regan
MAYOR


Jason Falinski
COUNCILLOR


Rik Hart
GENERAL MANAGER


David Walsh
RESPONSIBLE ACCOUNTING OFFICER

ANNUAL FINANCIAL STATEMENTS

Income Statement for the year ended 30 June 2012

Budget ⁽¹⁾			Actual	Actual
2012	\$ '000	Notes	2012	2011
INCOME FROM CONTINUING OPERATIONS				
Revenue:				
82,872	Rates & Annual Charges	3a	83,119	79,257
33,393	User Charges & Fees	3b	31,792	30,287
4,687	Interest & Investment Revenue	3c	5,329	5,947
7,998	Other Revenues	3d	9,356	7,624
7,139	Grants & Contributions provided for Operating Purposes	3e,f	8,677	7,549
3,861	Grants & Contributions provided for Capital Purposes	3e,f	4,160	6,921
Other Income:				
160	Net gains from the disposal of assets	5	205	167
	Net Share of interests in Joint Ventures & Associated			
-	Entities using the Equity Method	19	377	71
140,110	TOTAL INCOME FROM CONTINUING OPERATIONS		143,015	137,823
EXPENSES FROM CONTINUING OPERATIONS				
57,497	Employee Benefits & On-Costs	4a	54,434	52,435
306	Borrowing Costs	4b	312	330
46,990	Materials & Contracts	4c	49,522	47,676
13,889	Depreciation & Amortisation	4d	13,880	13,566
-	Impairment	4d	-	-
15,642	Other Expenses	4e	16,129	14,629
-	Interest & Investment Losses	3c	-	-
-	Net Losses from the Disposal of Assets	5	-	-
	Net Share of interests in Joint Ventures & Associated			
601	Entities using the Equity Method	19	-	-
134,925	TOTAL EXPENSES FROM CONTINUING OPERATIONS		134,277	128,636
5,185	OPERATING RESULT FROM CONTINUING OPERATIONS		8,738	9,187
DISCONTINUED OPERATIONS				
-	Net Profit/(Loss) from Discontinued Operations	24	-	-
5,185	NET OPERATING RESULT FOR THE YEAR		8,738	9,187
Attributable to:				
4,254	- Council		7,459	8,113
931	- Minority Interests		1,279	1,074
1,324	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		4,578	2,266

⁽¹⁾Original Budget as approved by Council - refer Note 16

The above Income Statement should be read in conjunction with the accompanying notes

ANNUAL FINANCIAL STATEMENTS

Statement of Comprehensive Income for the year ended 30 June 2012

\$'000	Notes	Actual 2012	Actual 2011
Net operating result for the year - from Income Statement			
		8,738	9,187
Other Comprehensive Income			
Gain on revaluation of infrastructure, property, plant and equipment	20b	-	20,633
Total other Comprehensive Income for the year		-	20,633
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		8,738	29,820
Attributable to:			
- Council		7,459	28,746
- Minority Interests		1,279	1,074

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes

ANNUAL FINANCIAL STATEMENTS

Balance Sheet

as at 30 June 2012

\$ '000	Notes	Actual 2012	Actual 2011
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	6,544	11,182
Investments	6b	68,537	71,038
Receivables	7	6,584	8,294
Inventories	8	96	90
Other	8	1,037	862
Non-current assets classified as "held for sale"	22	2,944	2,944
Total Current Assets		85,742	94,410
Non-Current Assets			
Investments	6b	4,318	5,623
Receivables	7	497	497
Inventories	8	-	-
Infrastructure, Property, Plant & Equipment	9	2,383,286	2,369,616
Investments accounted for using the equity method	19	1,226	849
Investment Property	14	2,100	2,100
Intangible Assets	25	1,840	1,270
Other	8	-	-
Total Non-Current Assets		2,393,267	2,379,955
TOTAL ASSETS		2,479,009	2,474,365
LIABILITIES			
Current Liabilities			
Payables	10	13,766	18,602
Borrowings	10	491	574
Provisions	10	12,457	11,582
Total Current Liabilities		26,714	30,758
Non-Current Liabilities			
Payables	10	600	400
Borrowings	10	274	508
Provisions	10	6,752	6,338
Investments accounted for using the equity method	19	-	-
Total Non-Current Liabilities		7,626	7,246
TOTAL LIABILITIES		34,340	38,004
NET ASSETS		2,444,669	2,436,361
EQUITY			
Retained Earnings	20	2,326,286	2,318,827
Revaluation Reserves	20	110,929	110,929
Council Equity Interest		2,437,215	2,429,756
Minority Equity Interest		7,454	6,605
TOTAL EQUITY		2,444,669	2,436,361

The above Balance Sheet should be read in conjunction with the accompanying notes

ANNUAL FINANCIAL STATEMENTS

Statement of Changes in Equity

for the financial year ended 30 June 2012

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Equity Interest	Minority Interest	Total Equity
2012						
Opening Balance	20	2,318,827	110,929	2,429,756	6,605	2,436,361
Correction of Errors	20	-	-	-	-	-
Changes in Accounting Policies	20	-	-	-	-	-
Restated Opening Balances	20	2,318,827	110,929	2,429,756	6,605	2,436,361
Net Operating Result for the year	20	7,459	-	7,459	1,279	8,738
Other Comprehensive Income	20	-	-	-	-	-
Total Comprehensive Income		7,459	-	7,459	1,279	8,738
Dividends Paid to Minority Interests		-	-	-	(430)	(430)
Closing Balance		2,326,286	110,929	2,437,215	7,454	2,444,669
2011						
Opening Balance	20	3,481,267	90,296	3,571,563	5,940	3,577,503
Correction of Errors		-	-	-	-	-
Changes in Accounting Policies		(1,170,553)	-	(1,170,553)	-	(1,170,553)
Restated Opening Balances	20	2,310,714	90,296	2,401,010	5,940	2,406,950
Net Operating Result for the year	20	8,113	-	8,113	1,074	9,187
Other Comprehensive Income	20	-	20,633	20,633	-	20,633
Total Comprehensive Income		8,113	20,633	28,746	1,074	29,820
Dividends Paid to Minority Interests		-	-	-	(409)	(409)
Closing Balance		2,318,827	110,929	2,429,756	6,605	2,436,361

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes

ANNUAL FINANCIAL STATEMENTS

Statement of Cash Flows

for the financial year ended 30 June 2012

Budget			Actual	Actual
2012	\$ '000	Notes	2012	2011
Cash Flows from Operating Activities				
Receipts:				
82,872	Rates & Annual Charges		83,146	79,628
33,393	User Charges & Fees		32,631	29,449
4,687	Interest & Investment Revenue Received		5,641	5,810
11,000	Grants & Contributions		13,630	13,906
-	Deposits & Retentions Received		1,205	1,631
8,158	Other		9,648	7,498
Payments:				
(57,390)	Employee Benefits & On-Costs		(53,375)	(51,973)
(51,990)	Materials & Contracts		(53,650)	(45,260)
(306)	Borrowing Costs		(82)	(133)
-	Deposits & Retentions Refunded		(1,526)	(1,930)
(16,243)	Other		(16,233)	(13,980)
14,181	Net Cash provided (or used in) Operating Activities	11b	21,035	24,646
Cash Flows from Investing Activities				
Receipts:				
-	Sale of Investments		146,925	143,150
-	Sale of Investment Property		-	-
1,650	Sale of Infrastructure, Property, Plant & Equipment		1,575	2,249
Payments:				
-	Purchase of Investment Securities		(143,369)	(134,041)
(34,420)	Purchase of Infrastructure, Property, Plant & Equipment		(29,487)	(32,068)
-	Purchase of Intangibles		(570)	(1,135)
(32,770)	Net Cash provided (or used in) Investing Activities		(24,926)	(21,845)
Cash Flows from Financing Activities				
Receipts:				
-	Proceeds from Borrowings & Advances		330	707
Payments:				
-	Repayment of Borrowings & Advances		-	(1,222)
-	Repayment of Finance Lease Liabilities		(647)	(641)
-	Dividends Paid to Minority Interests		(430)	(409)
-	Net Cash Flow provided (used in) Financing Activities		(747)	(1,565)
(18,589)	Net Increase/(Decrease) in Cash & Cash Equivalents		(4,638)	1,236
19,257	Cash & Cash Equivalents at beginning of the year	11a	11,182	9,946
668	Cash & Cash Equivalents - end of the year	11a	6,544	11,182

Please refer to Note 11 for information on the following:

- Non Cash Financing & Investing Activities.
- Financing Arrangements.
- Net cash flow disclosures relating to any Discontinued Operations

The above Statement of cash Flows should be read in conjunction with the accompanying notes

Notes to the Financial Statements

for the year ended 30 June 2012

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Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board, the Local Government Act (1993) and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting. Warringah Council is a not for profit entity for the purpose of preparing the financial statements.

(i) New and amended standards adopted by Council

None of the new standards and amendments to standards that are mandatory for the first time for the financial year beginning 1 July 2011 affected any of the amounts recognised in the current period or any prior period and are not likely to affect future periods.

(ii) Early adoption of standards

Warringah Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2011.

(iii) Historical Cost Convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of available for sale financial assets, financial assets and liabilities (including derivative instruments) at fair value through profit or loss, certain classes of property, plant and equipment and investment property.

(iv) Critical Accounting Estimates

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

• Critical accounting estimates and assumptions

Warringah Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities

within the next financial year are set out below.

- (i) Estimated fair values of investment properties.
- (ii) Estimated fair values of infrastructure, property, plant and equipment.
- (iii) Estimated tip remediation provisions.

• Critical judgements in applying the entity's accounting policies

- (i) Impairment of Receivables
Council has made a significant judgement about the impairment of a number of its receivables in Note 7.
- (ii) Projected Section 94 Commitments
Council has used significant judgement in determining future Section 94 income and expenditure in Note 17.

(b) Revenue Recognition

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of the Council's activities as described below.

Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable. Revenue is measured on major income categories as follows:

Rates, Annual Charges, Grants and Contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Developer contributions may only be expended for the purposes for which the contributions were required but Council may apply contributions according to the priorities established in work schedules.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Revenue is recognised when the Council either obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the

Council and the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 3(g). The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

The Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of Section 94A of the Environmental Planning & Assessment Act 1979.

Whilst Council generally incorporates these amounts as part of a Development Consent Order, such developer contributions are only recognised as income upon their physical receipt by Council, due to the possibility that individual Development Consents may not be acted upon by the applicant and accordingly would not be payable to Council. A detailed Note relating to developer contributions can be found at Note 17.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date.

User Charges, Fees and Other Income

User charges, fees and other income (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Sale of Infrastructure, Property, Plant and Equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest and Rents

Interest and rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

(c) Principles of Consolidation

(i) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the LGA 1993, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund. The Consolidated Fund and other entities through which the Council controls resources to carry on its functions have

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

been included in the financial statements forming part of this report.

The following entities have been included as part of the Consolidated Fund:

- General Purpose Operations
- Kimbriki Environmental Enterprises Pty Limited
- Glen Street Theatre
- Curl Curl Sports Centre Management Committee
- Forestville RSL Playing Field Committee
- Wyatt Avenue Tennis Centre

Other joint ventures and associated entities in which Council is involved are included to the extent set out in (iii), Joint Venture.

(ii) The Trust Fund

In accordance with the provisions of Section 411 of the Local Government Act 1993 (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the Council in trust which must be applied only for the purposes of or in accordance with the trusts relating to those monies. Trust monies and property subject to Council's control have been included in these reports.

Trust monies and property held by Council but not subject to the control of Council, have been excluded from these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the Council office by any person free of charge.

(iii) Associates

Associates are all entities over which the Council has significant influence but not control or joint control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

(iv) Joint Venture Jointly Controlled Assets

The proportionate interests in the assets, liabilities and expenses of a joint venture activity have been incorporated throughout the financial statements under the appropriate headings. Details of the joint ventures are set out in Note 19.

Profits or losses on transactions establishing the joint venture partnership and transactions with the joint venture are eliminated to the extent of the Council's ownership interest until such time as they are realised by the joint venture partnership on consumption or sale. However, a loss on the transaction is recognised immediately if the loss provides evidence of a reduction in the net realisable value of current assets, or an impairment loss.

(v) County Councils

Council is not a member of any County Councils

(d) Leases

Leases of property, plant and equipment where Council, as lessee, has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's inception at the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other short-term and long-term payables.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that Council will obtain ownership at the end of the lease term.

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease. Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

(e) Acquisition of assets

The purchase method of accounting is used to account for all acquisitions of assets. Cost is measured as the fair value of the assets given, plus costs directly attributable to the acquisition.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

(f) Impairment of assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or

changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

(g) Cash and Cash Equivalents

For cash flow statement presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

(h) Receivables

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Collectibility of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that Council will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired.

The amount of the impairment allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

The amount of the impairment loss is recognised in the income statement within other expenses. When a receivable for

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the income statement.

(i) Inventories

(i) Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. The costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(ii) Land held for resale/capitalisation of borrowing costs

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed borrowing costs and other holdings are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

(j) Non-Current "Held for Sale"

Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. They are measured at the lower of their carrying amount and fair value less costs to sell, except for assets such as those arising from employee benefits, financial assets and investment property that are carried at fair value and contractual rights under insurance contracts, which are specifically exempt from this requirement.

The exception to this is plant and motor vehicles which are turned over on a regular basis. Plant and motor vehicles are retained in Non Current Assets under the classification of Infrastructure, Property, Plant and Equipment - unless the assets are to be traded in after 30 June and the replacement assets were already purchased and accounted for as at 30 June.

An impairment loss is recognised for any initial or subsequent write-down of the asset to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset, but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset is recognised at the date of de-recognition.

Non-current assets are not depreciated or amortised while they are classified as "held for sale".

Non-current assets classified as "held for sale" are presented separately from the other assets in the balance sheet.

(k) Investments and Other Financial Assets

Classification

Council classifies its financial assets in the following categories: financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Derivatives are classified as held for trading unless they are designated as hedges. Assets in this category are classified as current assets.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets. Loans and receivables are included in Receivables (Note 7) in the balance sheet.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that Council's management has the positive intention and ability to hold to maturity. If Council were to sell other than an insignificant amount of held-to-maturity

financial assets, the whole category would be tainted and reclassified as available-for-sale. Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the reporting date. Investments are designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Financial Assets – Reclassification

Council may choose to reclassify a non-derivative trading financial asset out of the held-for-trading category if the financial asset is no longer held for the purpose of selling it in the near term. Financial assets other than loans and receivables are permitted to be reclassified out of the held-for-trading category only in rare circumstances arising from a single event that is unusual and highly unlikely to recur in the near term. In addition, Council may choose to reclassify financial assets that would meet the definition of loans and receivables out of the held-for-trading or available-for-sale categories if it has the intention and ability to hold these financial assets for the foreseeable future or until maturity at the date of reclassification.

Reclassifications are made at fair value as of the reclassification date. Fair value becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before reclassification date are subsequently made. Effective interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories are determined at the reclassification date. Further increases in estimates of cash flows adjust effective interest rates prospectively.

Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date - the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Financial assets are

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for the financial year ended 30 June 2012

Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the income statement as gains and losses from investment securities.

Subsequent measurement

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Available-for-sale financial assets and financial assets at fair value through profit and loss are subsequently carried at fair value. Gains or losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are presented in the income statement within other income or other expenses in the period in which they arise. Dividend income from financial assets at fair value through profit and loss is recognised in the income statement as part of revenue from continuing operations when Council's right to receive payments is established.

Changes in the fair value of monetary securities denominated in a foreign currency and classified as available-for-sale are analysed between translation differences resulting from changes in amortised cost of the security and other changes in the carrying amount of the security.

The translation differences related to changes in the amortised cost are recognised in profit or loss, and other changes in carrying amount are recognised in equity. Changes in the fair value of other monetary and non-monetary securities classified as available-for-sale are recognised in equity.

Details on how the fair value of financial instruments is determined are disclosed in note 1(l).

Impairment

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated. In the case of equity investments classified as available-for-sale, a significant or

prolonged decline in the fair value of the security below its cost is considered an indicator that the assets are impaired.

(i) Assets carried at amortised cost

For loans and receivables, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the group may measure impairment on the basis of an instrument's fair value using an observable market price.

Investment Policy

Council has an approved investment policy complying with Section 625 of the Local Government Act and S212 of the LG (General) Regulation 2005. Investments are placed and managed in accordance with that policy and having particular regard to authorised investments prescribed under the Local Government Ministerial Investment Order. Council maintains an investment policy that complies with the Act and ensures that it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing Council funds. Council amended its policy following revisions to the Ministerial Local Government Investment Order arising from the Cole Inquiry recommendations. Certain investments the Council holds are no longer prescribed – for example subordinated debt obligations – however they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

(l) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other

techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

(m) Infrastructure, Property, Plant and Equipment (I,PP&E)

Council's assets have been progressively revalued to fair value in accordance with a staged implementation advised by the Division of Local Government.

At balance date the following classes of IPP&E were stated at their fair value:

- Operational land (External Valuation).
- Buildings – Specialised/Non Specialised (External Valuation).
- Plant and equipment (as approximated by depreciated historical cost).
- Road assets – roads, bridges and footpaths (Internal Valuation)
- Drainage assets – (Internal Valuation)
- Community Land – (Internal Valuation)
- Land Improvements (as approximated by depreciated historical cost).
- Other structures (as approximated by depreciated historical cost).
- Other assets (as approximated by depreciated historical cost).

For all assets, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date. If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount. Full revaluations are undertaken for all assets on a 5 year cycle.

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset; all other decreases are charged to the Income statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives, as follows:

Plant & Equipment

Office Equipment	5 to 10 years
Office furniture	10 to 20 years
Vehicles	5 to 8 years
Heavy Plant and	
Road Making equipment	5 to 8 years
Other plant and equipment	5 to 15 years

Other Equipment

Playground equipment	5 to 15 years
Benches, seats etc	10 to 20 years
Park Structures	
- Masonry	50 to 100 years
Park Structures	
- Other Construction	20 to 40 years

Buildings

Buildings – Masonry	50 to 100 years
Buildings – Other	20 to 40 years

Stormwater Drainage

Drains	100 years
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Transportation Assets

Sealed Roads : Surface	20 years
Sealed Roads : Structure	100 years
Bridge : Concrete	100 years
Bridge : Other	100 years
Road Pavements	100 years
Kerb, Gutter & Paths	100 years

Other Assets

Library Books	5 to 15 years
Artworks	Indefinite

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement.

Land, other than land under roads, is classified as either operational or community in accordance with Part 2 of Chapter 6 of the Local Government Act (1993). This classification is made in Note 9(a).

Capitalisation Thresholds

All items of infrastructure, property, plant and equipment are capitalised with the exception where the cost of acquisition is as follows:

Plant & Equipment

Office Furniture	< \$2,000
Office Equipment	< \$2,000
Other Plant & Equipment	< \$2,000

Land

Land in accordance with Part 2 of Chapter 6 of the Local Government Act (1993) is classified on purchase as either Operational or Community. This classification of Land is disclosed in Note 9(a).

Restricted Assets

Note 9(a) includes property assets at No's 7, 8, 8A & 10 Kimbriki Rd, Ingleside which have been partly funded by the Domestic Waste Management Reserve to the extent of 35.5% of the purchase price, which equals \$2.868 million. These assets were acquired during previous reporting periods. As at June 2012, council holds equity in the four (4) properties at Kimbriki Rd, Ingleside for the purpose of site closure by agreement with Manly, Mosman and Pittwater councils.

(n) Investment property

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council. Investment property is carried at fair value, which is based on active market prices, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, Council uses alternative valuation methods such as recent prices in less active markets or discounted cash flow projections.

These valuations are reviewed annually by a member of the Australian Property Institute. Changes in fair values are recorded in profit or loss as part of other income. The last revaluation for Council's Investment Properties was dated 30 June 2012.

Investment property includes properties that are under construction for future use as investment properties. These are also carried at fair value unless the fair value can not yet be reliably determined. Where that is the case, the property will be accounted for at cost until either the fair value becomes reliably determinable or construction is complete.

Council has only one property classified as an investment property which is situated at 521 Pittwater Rd Brookvale.

(o) Payables

(i) Goods & Services

These amounts represent liabilities and include goods and services provided to the Council prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

(ii) Payments received in advance & deposits

Amounts received from external parties in advance of service delivery, and security deposits held against possible damage to

Council assets, are recognised as liabilities until the service is delivered or damage reinstated, or the amount is refunded as the case may be.

The interest rate that Council will pay on monies held in bonds is 0.20% per annum. (Commonwealth Bank Streamline account.) Only accrued interest amounts over \$1.00 will be paid out.

(p) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

(q) Borrowing costs

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

(r) Provisions

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

(s) Employee benefits

(i) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave expected to be settled within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

(ii) Other long-term employee benefit obligations

The liability for long service leave and annual leave which is not expected to be settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

The obligations are presented as current liabilities in the balance sheet if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

(iii) Retirement benefit obligations

All employees of the Council are entitled to

benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost. The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. However, when this information is not reliably available, Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans (see below).

The Local Government Superannuation Scheme has advised member councils that, as a result of the global financial crisis, it has a significant deficiency of assets over liabilities. As a result, they have asked for significant increases in contributions to recover that deficiency.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has, however, disclosed a contingent liability in Note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Employee Benefit On-Costs

Council has recognised at year end the aggregate on-cost liabilities arising from employee benefits, and in particular those on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include Superannuation and Workers Compensation expenses which will be payable upon the future payment of certain Leave Liabilities accrued as at 30 June 2012.

(t) Rounding of amounts

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

(u) Land under roads

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051. Any land under roads that was recognised before 1 July 2008 was derecognised at 1 July 2008 against the opening balance of retained earnings.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

(v) Provisions for close down, restoration and for environmental clean up costs – Tips and Quarries

(i) Restoration

Close down, Restoration and Remediation costs include the dismantling and demolition of infrastructure, the removal of residual materials and the remediation of disturbed areas. Estimated close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, eg updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Close down, Restoration and Remediation costs are a normal consequence of tip and quarry operations, and the majority of close down and restoration expenditure is incurred at the end of the life of the operations.

Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

The amortisation or 'unwinding' of the discount applied in establishing the net present value of provisions is charged to the income statement in each accounting period. The amortisation of the discount is shown as a borrowing cost.

Notes to the Financial Statements

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Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Other movements in the provisions for Close down, Restoration and Remediation costs including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations and revisions to discount rates are capitalised within property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

(ii) Rehabilitation

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each balance sheet date and the cost is charged to the income statement.

Provision is made for the estimated present value of the costs of environmental clean up obligations outstanding at the balance sheet date. These costs are charged to the income statement. Movements in the environmental clean up provisions are presented as an operating cost, except for the unwind of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors including changes to the relevant legal requirements, the emergence of new restoration techniques or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result there could be significant adjustments to the provision for close down and restoration and environmental clean up, which would affect future financial results.

Specific Information relating to Council's provisions for Close Down, Restoration and Environmental Clean Up costs can be found at Note 26.

(w) Allocation between current and non-current assets & liabilities

In the determination of whether an asset or liability is classified as current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where Council does not have the unconditional

right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months.

(x) New accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2012 reporting periods. Warringah Council's assessment of the impact of these new standards and interpretations is set out below.

- (i) AASB 9 Financial Instruments, AASB 2009 11 Amendments to Australian Accounting Standards arising from AASB 9 and AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) (effective from 1 January 2013*)

AASB 9 Financial Instruments addresses the classification, measurement and derecognition of financial assets and financial liabilities. The standard is not applicable until 1 January 2013* but is available for early adoption. When adopted, the standard will affect in particular Council's accounting for its available-for-sale financial assets, since AASB 9 only permits the recognition of fair value gains and losses in other comprehensive income if they relate to equity investments that are not held for trading. Fair value gains and losses on available-for-sale debt investments, for example, will therefore have to be recognised directly in profit or loss.

There will be no impact on Council's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and Council does not have any such liabilities. The derecognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement and have not been changed.

* In December 2011, the IASB delayed the application date of IFRS 9 to 1 January 2015. The AASB is expected to make an equivalent amendment to AASB 9 shortly.

- (ii) AASB 10 Consolidated Financial Statements, AASB 11 Joint Arrangements, AASB 12 Disclosure of Interests in Other Entities, revised AASB 127 Separate Financial Statements and AASB 128 Investments in Associates and Joint Ventures and AASB 2011-7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards (effective 1

January 2013).

In August 2011, the AASB issued a suite of five new and amended standards which address the accounting for joint arrangements, consolidated financial statements and associated disclosures.

AASB 10 replaces all of the guidance on control and consolidation in AASB 127 Consolidated and Separate Financial Statements, and Interpretation 12 Consolidation – Special Purpose Entities. The core principle that a consolidated entity presents a parent and its subsidiaries as if they are a single economic entity remains unchanged, as do the mechanics of consolidation. However, the standard introduces a single definition of control that applies to all entities. It focuses on the need to have both power and rights or exposure to variable returns. Power is the current ability to direct the activities that significantly influence returns. Returns must vary and can be positive, negative or both. Control exists when the investor can use its power to affect the amount of its returns. There is also new guidance on participating and protective rights and on agent/principal relationships. Council does not expect the new standard to have a significant impact on its composition.

AASB 11 introduces a principles based approach to accounting for joint arrangements. The focus is no longer on the legal structure of joint arrangements, but rather on how rights and obligations are shared by the parties to the joint arrangement. Based on the assessment of rights and obligations, a joint arrangement will be classified as either a joint operation or a joint venture. Joint ventures are accounted for using the equity method, and the choice to proportionately consolidate will no longer be permitted. Parties to a joint operation will account their share of revenues, expenses, assets and liabilities in much the same way as under the previous standard. AASB 11 also provides guidance for parties that participate in joint arrangements but do not share joint control.

Council's investment in the joint venture partnership will be classified as a joint venture under the new rules. As Council already applies the equity method in accounting for this investment, AASB 11 will not have any impact on the amounts recognised in its financial statements.

AASB 12 sets out the required disclosures for entities reporting under the two new standards, AASB 10 and AASB 11, and replaces the disclosure requirements currently found in AASB 127 and AA SB 128. Application of this standard by Council will not affect any of the amounts recognised in the financial statements, but will impact the type of information

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

disclosed in relation to Council's investments.

Amendments to AASB 128 provide clarification that an entity continues to apply the equity method and does not remeasure its retained interest as part of ownership changes where a joint venture becomes an associate, and vice versa. The amendments also introduce a "partial disposal" concept. Council is still assessing the impact of these amendments.

Council does not expect to adopt the new standards before their operative date. They would therefore be first applied in the financial statements for the annual reporting period ending 30 June 2014.

- (iii) AASB 13 Fair Value Measurement and AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 (effective 1 January 2013)

AASB 13 was released in September 2011. It explains how to measure fair value and aims to enhance fair value disclosures. Council has yet to determine which, if any, of its current measurement techniques will have to change as a result of the new guidance. It is therefore not possible to state the impact, if any, of the new rules on any of the amounts recognised in the financial statements. However, application of the new standard will impact the type of information disclosed in the notes to the financial statements. Council does not intend to adopt the new standard before its operative date, which means that it would be first applied in the annual reporting period ending 30 June 2014.

- (iv) Revised AASB 119 Employee Benefits, AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) and AASB 2011-11 Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements (effective 1 January 2013)

In September 2011, the AASB released a revised standard on accounting for employee benefits. It requires the recognition of all remeasurements of defined benefit liabilities/assets immediately in other comprehensive income (removal of the so-called 'corridor' method) and the calculation of a net interest expense or income by applying the discount rate to the net defined benefit liability or asset. This replaces the expected return on plan assets that is currently included in profit or loss. The standard also introduces a number of additional disclosures for defined benefit liabilities/assets and could affect the timing of the recognition of termination benefits. The amendments will have to be

implemented retrospectively. Council does not recognise defined benefit assets and liabilities for the reasons set out in note 1 (s)(iii) and so these changes will not have an impact on its reported results.

There are no other standards that are not yet effective and that are expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

(y) Self insurance

Council has determined to self-insure for various risks including public liability and professional indemnity. This is up to a limit of \$150,000 (\$600,000 prior to 1 July 2006) per claim/event for public liability and \$50,000 per claim/event for professional indemnity. A provision for self-insurance has been made to recognise outstanding claims the amount of which is detailed in Note 10. Council also maintains cash and investments to meet expected future claims and these are detailed in Note 6(c).

(z) Intangible assets

Alternative Waste Technology
Costs incurred in acquiring licences and rights that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to licensing.

Costs capitalised include external direct costs of materials and service, direct payroll and payroll related costs of employees' time spent on the project. Amortisation will be calculated on a straight line basis over the life of the project. Development costs include only those costs directly attributable to the development phase and are only recognised following completion of technical feasibility and where Council has an intention and ability to use the asset.

(aa) Crown Reserves

Crown Reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating the reserves are recognised within Council's Income Statement.

Representations from both State and Local Government are being sought to develop a consistent accounting treatment for Crown Reserves across both tiers of government.

(bb) Rural Fire Service assets

Under section 119 of the Rural Fires Act 1997, "all fire fighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the fire fighting equipment has been purchased or constructed".

Until such time as discussions on this matter have concluded and the legislation changed, Council will continue to recognise Rural Fire Service assets including land, buildings, plant and vehicles and depreciation charges within the Financial Statements.

(cc) Goods & Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables within the Balance Sheet are stated inclusive of any applicable GST. The net amount of GST recoverable from or payable to the ATO is included as a current asset or current liability in the Balance Sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

(dd) Taxes

The Council is exempt from both Commonwealth Income Tax and Capital Gains Tax.

Council does however have to comply with both Fringe Benefits Tax and Goods and Services Tax (GST).

(ee) Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these Financial Statements and/or the Notes.

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 2(a) FUNCTIONS OR ACTIVITIES

\$ '000

Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 2(b).

Functions/Activities	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget	Actual	Actual	Original Budget	Actual	Actual	Original Budget	Actual	Actual	Actual	Actual	Actual	Actual
	2012	2012	2011	2012	2012	2011	2012	2012	2011	2012	2011	2012	2011
Corporate Support	5,797	7,445	8,186	21,219	20,118	17,022	(15,422)	(12,673)	(8,836)	19	350	1,821,397	1,822,651
Good Governance	10	9	121	7,216	6,967	6,913	(7,206)	(6,958)	(6,792)	20	-	-	-
Certification	433	281	355	827	767	773	(394)	(486)	(418)	-	-	-	-
Child Care	5,270	5,106	4,892	6,605	6,745	6,139	(1,335)	(1,639)	(1,247)	635	632	-	-
Community & Safety	1,634	1,758	1,681	6,603	6,076	6,026	(4,969)	(4,318)	(4,345)	159	104	479	504
Compliance	5,457	3,604	3,359	5,578	4,971	5,372	(121)	(1,367)	(2,013)	-	-	-	23
Cultural Services	53	92	56	879	1,096	890	(826)	(1,004)	(834)	-	203	-	858
Development Assessment	1,943	1,593	2,087	5,820	5,572	5,601	(3,877)	(3,979)	(3,514)	-	-	-	-
Glen Street Theatre	2,369	1,623	2,161	3,599	3,172	3,342	(1,230)	(1,549)	(1,181)	-	-	-	-
Information & Library	689	628	601	6,291	6,291	6,128	(5,602)	(5,663)	(5,527)	393	352	1,573	-
Kimbriki Environmental Enterprises	16,088	17,978	14,931	16,230	18,099	15,693	(142)	(121)	(762)	-	7	-	-
Natural Environment	767	825	2,941	9,753	9,629	12,625	(8,986)	(8,804)	(9,684)	459	2,714	237,293	238,708
Parks, Reserves & Foreshores	327	679	973	9,330	9,733	8,922	(9,003)	(9,054)	(7,949)	89	-	73,444	64,930
Roads, Traffic & Waste	20,398	21,978	19,057	27,967	28,665	27,726	(7,569)	(6,687)	(8,669)	1,225	942	344,014	345,267
Strategic Planning	491	625	474	2,399	2,542	1,804	(1,908)	(1,917)	(1,330)	-	-	-	-
Warringah Aquatic Centre	2,309	1,950	2,102	4,008	3,834	3,660	(1,699)	(1,884)	(1,558)	-	-	541	575
Total Functions & Activities	64,035	66,174	63,977	134,324	134,277	128,636	(70,289)	(68,103)	(64,659)	2,999	5,304	2,478,741	2,473,516
Share of gains/(losses) in Associates & Joint Ventures (using the Equity Method)	-	377	(71)	601	-	-	(601)	377	(71)	-	-	268	849
General Purpose Income ¹	76,075	76,464	73,917	-	-	-	76,075	76,464	73,917	6,021	4,837	-	-
Totals	140,110	143,015	137,823	134,925	134,277	128,636	5,185	8,738	9,187	9,020	10,141	2,479,009	2,474,365
Operating Result attributable to Council							4,254	7,459	8,113				
Operating Result attributable to Minority Interest							931	1,279	1,074				

¹ Includes: Rates & Annual Charges (incl. Ex-Gratia), Untied General Purpose Grants & Unrestricted Interest & Investment Income.

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 2(b) COMPONENTS OF FUNCTIONS OR ACTIVITIES

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

Certification Services

Issue of certificates and approvals (including Construction, Occupations, Strata, Compliance and Building Certificates), as well as conducting principal certifying authority functions.

Children's Services

Long day, mobile occasional and family day care. Provision of programs, events, information and referral for children and their families. Aboriginal services, family and community education and vulnerable family service and support.

Community & Safety Services

Seniors and disabled service and support, beach management, community centre management, community development program and vulnerable service and support.

Compliance Services

Investigate and enforce compliance relating to unlawful building works, unlawful land uses, fire safety and breach of consent. Complaints investigation, public safety and health projects, environmental health, animal management and education.

Corporate Support Services

Costs not otherwise attributed to other services (includes Customer Service, Finance, Human Resources, Information Management & Technology, Procurement and Property and Commercial Development).

Cultural Services

Co-ordination of civic and landmark events (eg Citizenship and Australia Day), community festivals, exhibitions and cultural programs.

Development Assessment Services

Assessment on development and subdivision, advice on development, advice and service on civil engineering.

Glen Street Theatre

Host performing arts professionals, community groups, schools and corporate users.

Good Governance

Corporate planning, strategic advice and support, corruption prevention strategies, community engagement, elected council support, policy development and review and manage complaints service.

Information and Library Services

Public libraries providing lending, information and search services, communal space for study/research and supporting communities information, education, cultural and recreational needs.

Kimbriki Environmental Enterprises

Operation of landfill and recycling from commercial and domestic customers.

Natural Environment

Advice on natural areas and environmental issues, planning and research on environmental sustainability, environmental education and stormwater management.

Parks, Reserves and Foreshores

Management of parks, reserves, foreshores assets including sportsgrounds, playgrounds, rock pools and other recreational facilities.

Roads, Traffic and Waste

Street lighting, collection of commercial and domestic waste, public place cleaning, road network asset maintenance and traffic management.

Strategic Planning

Advice on land use, development and policy.

Warringah Aquatic Centre

Aquatic centre management, providing water safety, water fitness, learn to swim and coaching programs.

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 3 INCOME FROM CONTINUING OPERATIONS

\$ '000	Notes	Actual 2012	Actual 2011
(a) Rates & Annual Charges			
Ordinary Rates			
Residential		53,788	52,004
Business		13,339	12,942
Total Ordinary Rates		67,127	64,946
Special Rates			
Nil			
Annual Charges (pursuant to s.496 & s.501)			
Domestic Waste Management Services		15,992	14,311
Total Annual Charges		15,992	14,311
TOTAL RATES & ANNUAL CHARGES		83,119	79,257
Council has used 2009 year valuations provided by the NSW Valuer General in calculating its rates.			
(b) User Charges & Fees			
User Charges (pursuant to s.502)			
Waste Management Services (non-domestic)		405	372
Total User Charges		405	372
Fees			
Planning & Building Regulation		1,720	2,434
Regulatory/ Statutory Fees		395	358
Section 149 Certificates (EPA Act)		503	364
Section 603 Certificates		197	204
Section 611 Charges		70	67
Dog Registration		28	52
Road & Shop Inspection		115	141
Child Care		4,924	4,771
Community Centres		1,341	1,296
Glen Street Theatre		1,040	1,462
Kimbriki Waste & Recycling Centre		14,693	13,060
Libraries		211	214
Parking Areas		879	845
Restoration Charges		1,945	1,103
Swimming Centres		1,735	1,862
Other		1,591	1,682
Total Fees		31,387	29,915
TOTAL USER CHARGES & FEES		31,792	30,287

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 3 INCOME FROM CONTINUING OPERATIONS (continued)

\$ '000	Notes	Actual 2012	Actual 2011
(c) Interest & Investment Revenue (incl. losses)			
Interest & Dividends			
- Interest on Overdue Rates & Annual Charges		226	180
- Interest earned on Investments (interest & coupon payment income)		5,353	5,770
Fair Value Adjustments			
- Fair Valuation Movements in Investments unrealised capital gains/(losses)		(250)	(3)
TOTAL INTEREST & INVESTMENT REVENUE		5,329	5,947
Interest Revenue is attributable to:			
Unrestricted Investments/Financial Assets:			
Overdue Rates & Annual Charges		226	180
General Council Cash & Investments		3,292	4,119
Restricted Investments/Funds - External:			
Development Contributions			
- Section 94A		1,811	1,648
Total Interest & Investment Revenue Recognised		5,329	5,947
(d) Other Revenues			
Fair Value Adjustments - Investment Properties	14	-	50
Rental Income - Investment Properties		191	184
Rental Income - Other Council Properties		2,021	2,197
Ex Gratia Rates		25	15
Parking Fines		1,942	2,044
Other Fines		211	435
Other Fines - Repayment due to SDRO Error		-	(564)
Legal Fees Recovery - Rates & Charges (Extra Charges)		80	86
Legal Fees Recovery - Other		120	106
Insurance Claim Recoveries		302	74
Recycling Income (non domestic)		1,435	1,191
Sales - General		24	19
Sullage Income/Sponsorship		17	29
Waste Performance Improvement		812	716
Other Revenues		2,176	1,042
TOTAL OTHER REVENUE		9,356	7,624

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 3 INCOME FROM CONTINUING OPERATIONS (continued)

\$ '000	Notes	2012 Operating	2011 Operating	2012 Capital	2011 Capital
(e) Grants					
General Purpose (Untied)					
Financial Assistance - General Component		3,709	2,875	-	-
Financial Assistance - Local Roads Component		1,510	1,167	-	-
Pensioners' Rates Subsidies - General Component		802	795	-	-
Total General Purpose		6,021	4,837	-	-
Specific Purpose					
Pensioners' Rates Subsidies:					
- Domestic Waste Management		214	226	-	-
Bushfire & Emergency Services		170	160	-	-
Child Care		635	632	-	-
Coast & Estuaries		114	120	-	2,386
Community Care		148	104	-	-
Community Centres		34	-	-	-
Environmental Protection		5	5	-	-
Heritage & Cultural		-	12	-	-
Library		89	89	270	263
Noxious Weeds		43	44	-	-
Recreation & Culture		77	1	64	190
Sport & Recreation		17	-	63	100
Street Lighting		348	334	-	-
Transport (Roads to Recovery)		-	-	608	607
Transport (Other Roads & Bridges Funding)		64	-	-	-
Local Environmental Planning		14	-	-	-
Other		22	31	-	-
Total Specific Purpose		1,994	1,758	1,005	3,546
Total Grants		8,015	6,595	1,005	3,546
Grant Revenue is attributable to:					
- Commonwealth Funding		5,540	4,300	608	2,871
- State Funding		2,475	2,295	397	675
		8,015	6,595	1,005	3,546

Notes to the Financial Statements

for the financial year ended 30 June 2012

NOTE 3 INCOME FROM CONTINUING OPERATIONS (continued)

\$ '000	Notes	2012 Operating	2011 Operating	2012 Capital	2011 Capital
(f) Contributions					
Developer Contributions:					
(s93 & s94 - EP&A Act, s64 of the NSW LG Act):					
S 94 - Contributions towards amenities/services		-	-	-	385
S 94A - Fixed Development Consent Levies		-	-	2,531	2,404
Total Developer Contributions	17	-	-	2,531	2,789
Other Contributions:					
Bushfire Services		10	-	-	-
Coast & Estuaries		124	97	-	-
EPA Rebate		-	435	8	-
Other Councils - Joint Works/Services		166	163	-	-
Recreation & Culture		9	-	-	-
RTA Contributions (Regional/Local, Block Grant)		341	245	616	586
Other		12	14	-	-
Total Other Contributions		662	954	624	586
Total Contributions		662	954	3,155	3,375
TOTAL GRANTS & CONTRIBUTIONS		8,677	7,549	4,160	6,921
(g) Restrictions relating to Grants and Contributions					
Certain grants & contributions are obtained by Council on condition that they be spent in a specified manner:					
Unexpended at the Close of the Previous Reporting Period				31,460	33,937
add: Grants and contributions recognised in the current period which have not been spent:				4,774	4,867
less: Grants and contributions recognised in a previous reporting period which have been spent in the current reporting period:				(3,941)	(7,344)
Net Increase (Decrease) in Restricted Assets during the Current Reporting Period				833	(2,477)
Unexpended at the Close of this Reporting Period and held as Restricted Assets					
				32,293	31,460
Comprising:					
- Specific Purpose Unexpended Grants				700	2,105
- Developer Contributions				31,593	29,032
- Other Contributions				-	323
				32,293	31,460

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 4 EXPENSES FROM CONTINUING OPERATIONS

\$ '000	Notes	Actual 2012	Actual 2011
(a) Employee Benefits & On-Costs			
Salaries and Wages		43,225	41,495
Employee Termination Costs		234	787
Travelling		35	39
Employee Leave Entitlements (ELE)		5,513	4,425
Superannuation		4,793	4,882
Workers' Compensation Insurance		365	549
Fringe Benefit Tax (FBT)		386	361
Training Costs (other than Salaries & Wages)		851	465
Recruitment Costs		115	184
Other		625	772
Total Employee Costs		56,142	53,959
Less: Capitalised Costs		(1,708)	(1,524)
TOTAL EMPLOYEE COSTS EXPENSED		54,434	52,435
Number of "Full Time Equivalent" Employees at year end		545	554
(b) Borrowing Costs			
Interest on Loans		-	31
Charges on Finance Leases		82	82
Amortisation of Discounts and Premiums			
- Remediation Liabilities		230	217
Less: Capitalised Costs		-	-
TOTAL BORROWING COSTS EXPENSED		312	330

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 4 EXPENSES FROM CONTINUING OPERATIONS (continued)

\$ '000	Notes	Actual 2012	Actual 2011
(c) Materials & Contracts			
Raw Materials & Consumables		8,772	8,625
Contractor & Consultancy Costs			
- Bush Regeneration		886	1,462
- Cleaning		948	939
- Garbage		4,726	4,692
- Recycling		3,381	3,297
- External Roadwork		1,758	851
- Waste Disposal		4,473	4,196
- Other		23,724	22,818
Remuneration of Auditors ⁽¹⁾			
- Audit Services		71	74
- Other Services		5	10
Legal Fees:			
- Planning & Development		597	954
- Other		572	540
Operating Leases:			
- Printers		85	100
Less: Capitalised Costs		(476)	(882)
TOTAL MATERIALS & CONTRACTS		49,522	47,676

(1) During the year the following fees were paid or payable for services provided by the Council's auditors - Hill Rogers Spencer Steer

(i) Audit and other assurance services			
Audit and review of financial statements		64	74
Other assurance services:			
- Review of Budget and Long Term Financial Plan		7	-
Total remuneration for audit and other assurance services		71	74
(ii) Other services			
Attendance at Audit and Risk Committee Meetings		5	10
Total remuneration for other services		5	10
Total remuneration of Council's auditors - Hill Rogers Spencer Steer		76	84

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 4 EXPENSES FROM CONTINUING OPERATIONS (continued)

\$ '000	Notes	Depreciation/Amortisation		Impairment Costs	
		Actual 2012	Actual 2011	Actual 2012	Actual 2011
(d) Depreciation, Amortisation & Impairment					
Plant and Equipment		1,756	1,831	-	-
Office Equipment		942	862	-	-
Furniture & Fittings		163	163	-	-
Property, Plant & Equipment - Leased		655	640	-	-
Land Improvements (depreciable)		71	40	-	-
Buildings - Non Specialised		1,884	1,875	-	-
Buildings - Specialised		306	232	-	-
Other Structures		509	521	-	-
Infrastructure:					
- Roads, Bridges & Footpaths		3,581	3,478	-	-
- Stormwater Drainage		3,453	3,375	-	-
Other Assets					
- Library Books		519	508	-	-
Tip Asset	9 & 26	41	41	-	-
Less: Capitalised Costs		-	-	-	-
TOTAL DEPRECIATION & TOTAL IMPAIRMENT		13,880	13,566	-	-

\$ '000	Notes	Actual 2012	Actual 2011
(e) Other Expenses			
Other Expenses for the year include the following:			
Advertising		692	649
Bad & Doubtful Debts		(12)	(7)
Mayoral Fee		56	54
Councillors' Fees		212	203
Councillors' (incl. Mayor) Expenses - Other (excluding fees above)		113	104
Contributions to Other Levels of Government			
- Planning Levy		269	262
- Waste Levy		4,732	3,822
- Emergency Services Levy		2,854	2,371
- Other Levies		50	388
Contributions & Donations (Section 356)		295	341
Data Services		328	247
Electricity & Heating		2,481	2,221
Insurance		1,467	1,485
Interest on Bonds & Deposits		4	18
SHOROC Contributions		142	138
Street Lighting		1,535	1,504
Telephone & Communications		550	551
Valuation Fees		196	204
Other		165	74
TOTAL OTHER EXPENSES		16,129	14,629

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 5 GAINS OR LOSSES FROM THE DISPOSAL OF ASSETS

\$ '000	Notes	Actual 2012	Actual 2011
Property (excl. Investment Property)			
Proceeds from Disposal		-	-
less: Carrying Amount of Property Assets Sold		-	-
Net Gain/(Loss) on Disposal		-	-
Plant & Equipment			
Proceeds from Disposal		1,575	2,249
less: Carrying Amount of P&E Assets Sold		(1,370)	(1,888)
Net Gain/(Loss) on Disposal		205	361
Infrastructure			
Proceeds from Disposal		-	-
less: Carrying Amount of Infrastructure Assets Sold		-	(194)
Net Gain/(Loss) on Disposal		-	(194)
Financial Assets			
Proceeds from Disposal		146,925	143,150
less: Carrying Amount of Financial Assets Sold		(146,925)	(143,150)
Net Gain/(Loss) on Disposal		-	-
Non Current Assets Classified as "Held for Sale"			
Proceeds from Disposal		-	-
less: Carrying Amount of "Held for Sale" Assets Sold		-	-
Net Gain/(Loss) on Disposal		-	-
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		205	167

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 6(a) CASH AND CASH EQUIVALENTS

\$ '000	Notes	2012 Actual		2011 Actual	
		Current	Non Current	Current	Non Current
Cash on Hand and at Bank		6,544	-	11,182	-
Total Cash & Cash Equivalents		6,544	-	11,182	-

NOTE 6(b) INVESTMENTS

Financial Assets at fair value through Profit and Loss - Held for Trading ⁽¹⁾	1,998	2,318	1,498	4,623
Held to Maturity Investments	66,539	2,000	69,540	1,000
Total	68,537	4,318	71,038	5,623

Financial Assets at fair value through Profit and Loss - Held for Trading

At beginning of year	1,498	4,623	2,494	7,984
Revaluation to Income Statement	28	(278)	10	(13)
Additions	-	-	-	-
Disposals	(1,500)	(55)	(2,501)	(1,853)
Transfers between Current/Non Current	1,972	(1,972)	1,495	(1,495)
At end of year	1,998	2,318	1,498	4,623

Comprising of:

FRNs	1,998	958	1,498	2,906
Mortgage Backed Securities	-	1,360	-	1,717
	1,998	2,318	1,498	4,623

Held to Maturity Investments

At beginning of year	69,540	1,000	69,213	6,082
Amortisation of discounts and premiums	-	-	-	-
Additions	141,369	2,000	133,041	1,000
Disposals	(145,370)	-	(137,714)	(1,082)
Transfers between Current/Non Current	1,000	(1,000)	5,000	(5,000)
At end of year	66,539	2,000	69,540	1,000

Comprising of:

Term Deposits	65,539	2,000	69,540	-
FRNs	1,000	-	-	1,000
	66,539	2,000	69,540	1,000

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 6(c) RESTRICTED CASH, CASH EQUIVALENTS & INVESTMENTS

\$ '000	Notes	2012		2011	
		Actual Current	Actual Non Current	Actual Current	Actual Non Current
Total Cash, Cash Equivalents and Investments		75,081	4,318	82,220	5,623
External Restrictions (refer below)		28,848	4,318	37,432	5,623
Internal Restrictions (refer below)		9,944	-	9,366	-
Unrestricted		36,289	-	35,422	-
		75,081	4,318	82,220	5,623

2012	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
------	-----------------	---------------------------	-----------------------------	-----------------

External Restrictions - Included in Liabilities

Nil

External Restrictions - Other

Developer Contributions - General (A)	29,032	4,342	(1,781)	31,593
RTA Contributions	323	-	(323)	-
Specific Purpose Unexpended Grants (B)	2,105	431	(1,836)	700
Domestic Waste Management (C)	111	628	-	739
Stormwater Management	5,348	4,689	(10,037)	-
Sportsfield Levy	3,892	1,359	(5,251)	-
Infrastructure Levy	2,041	4,418	(6,459)	-
Subdivision and Duffy's Forest Concurrence	203	-	(69)	134
External Restrictions - Other	43,055	15,867	(25,756)	33,166
Total External Restrictions	43,055	15,867	(25,756)	33,166

A Development contributions which are not yet expended for the provision of services and amenities in accordance with contribution plans (refer Note 17).

B Grants which are not yet expended for the purposes for which the grants were obtained (refer Note 1).

C Domestic Waste Management (DWM) are externally restricted assets and must be applied for the purposes for which they were raised.

2012	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
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Internal Restrictions

Beach Parking	118	-	-	118
Compulsory Open Space Acquisition	416	-	(260)	156
Deposits, Retentions & Bonds	4,560	-	(321)	4,239
Employees Leave Entitlement	2,363	-	-	2,363
Insurance	1,033	154	-	1,187
Long Reef SLSC Renewal	171	-	-	171
Narrabeen Lagoon Entrance	515	-	(515)	-
Stormwater Asset Replacement	190	-	(190)	-
Stormwater Management	-	1,183	-	1,183
Sportsfield	-	527	-	527
Infrastructure	-	-	-	-
Total Internal Restrictions	9,366	1,864	(1,286)	9,944
TOTAL RESTRICTIONS	52,421	17,731	(27,042)	43,110

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 7 RECEIVABLES

\$ '000	2012		2011	
	Current	Non Current	Current	Non Current
Purpose				
Rates & Annual Charges	2,048	310	2,072	313
Interest & Extra Charges	198	187	165	184
User Charges & Fees	1,934	-	2,048	-
Accrued Revenues				
- Interest on Investments	983	-	1,331	-
Government Grants & Subsidies	465	-	1,745	-
Net GST Receivable	1,051	-	983	-
Other Debtors	-	-	99	-
Total	6,679	497	8,443	497
less: Provision for Impairment				
Rates & Annual Charges	-	-	-	-
User Charges & Fees	(95)	-	(149)	-
Total Provision for Impairment - Receivables	(95)	-	(149)	-
TOTAL NET RECEIVABLES	6,584	497	8,294	497
Externally Restricted Receivables				
Domestic Waste Management	462	104	405	109
Other				
- Stormwater Levy	-	-	134	-
- Sportsfield Levy	-	-	39	-
- Infrastructure Levy	-	-	126	-
Total External Restrictions	462	104	704	109
Internally Restricted Receivables				
Nil				
Unrestricted Receivables	6,122	393	7,590	388
TOTAL NET RECEIVABLES	6,584	497	8,294	497

Notes on Debtors above:

- (i) Rates & Annual Charges Outstanding are secured against the property.
- (ii) Doubtful Rates Debtors are provided for where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest is charged on overdue rates & charges at 9.00% (2011 9.00%).
- (iv) Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

Notes to the Financial Statements

for the year ended 30 June 2012

Note 8 INVENTORIES & OTHER ASSETS

\$ '000	2012		2011	
	Current	Non Current	Current	Non Current
Inventories				
Stores & Materials	66	-	70	-
Trading Stock	30	-	20	-
Total Inventories	96	-	90	-
Other Assets				
Prepayments	1,037	-	862	-
Total Other Assets	1,037	-	862	-
TOTAL INVENTORIES & OTHER ASSETS	1,133	-	952	-

(i) Externally Restricted Assets

Water

Nil

Sewerage

Nil

Domestic Waste Management

Nil

Other

Nil

Total Externally Restricted Assets	-	-	-	-
Total Internally Restricted Assets	-	-	-	-
Total Unrestricted Assets	1,133	-	952	-
TOTAL INVENTORIES & OTHER ASSETS	1,133	-	952	-

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 9(a) INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

\$ '000	At 30/6/2011				Asset Movements during the Reporting Period					At 30/6/2012			
	Cost/ Deemed Cost	At Fair Value	Accum Depn & Impairment	Carrying value	Additions	WDV of Disposals	Depn and Impairment	Adjustments & Transfers	Revaluation Increments/ (decrements)	Cost/ Deemed Cost	At Fair Value	Accum Depn & Impairment	Carrying value
Capital Work in Progress	3,745	-	-	3,745	3,354	(68)	-	(3,387)	-	3,644	-	-	3,644
Plant & Equipment	-	11,300	4,934	6,366	2,576	(1,302)	(1,756)	-	-	-	11,435	5,551	5,884
Office Equipment	-	10,899	8,260	2,639	898	-	(942)	176	-	-	11,959	9,188	2,771
Furniture & Fittings	-	2,930	2,310	620	14	-	(163)	-	-	-	2,944	2,473	471
Plant & Equipment (under Finance Lease)	-	1,843	792	1,051	330	-	(655)	1	-	-	1,592	865	727
Land:													
- Operational Land	-	147,124	-	147,124	141	-	-	-	-	-	147,265	-	147,265
- Community Land	-	1,429,191	-	1,429,191	-	-	-	-	-	-	1,429,191	-	1,429,191
- Land Under Roads	-	1,806	-	1,806	-	-	-	-	-	-	1,806	-	1,806
Land Improvements - depreciable	-	23,280	1,111	22,169	1,352	-	(71)	221	-	-	24,853	1,182	23,671
Buildings - Non Specialised	-	193,830	76,825	117,005	3,791	-	(1,884)	(4,106)	-	-	191,103	76,297	114,806
Buildings - Specialised	-	23,184	10,369	12,815	1,064	-	(306)	4,645	-	-	31,306	13,088	18,218
Other Structures	-	53,497	8,240	45,257	7,192	-	(509)	452	-	-	61,142	8,750	52,392
Infrastructure:													
- Roads, Bridges, Footpaths	-	400,787	62,753	338,034	6,681	-	(3,581)	300	-	-	407,769	66,335	341,434
- Stormwater Drainage	-	333,793	94,725	239,068	1,012	-	(3,453)	1,698	-	-	336,503	98,178	238,325
Other Assets:													
- Library Books	-	6,989	5,412	1,577	515	-	(519)	-	-	-	7,505	5,932	1,573
- Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Reinstatement, Rehabilitation & Restoration Assets (refer Note 26)													
- Tip Asset	-	2,019	870	1,149	-	-	(41)	-	-	-	2,019	911	1,108
TOTAL	3,745	2,642,472	276,601	2,369,616	28,920	(1,370)	(13,880)	-	-	3,644	2,668,392	288,750	2,383,286

Asset acquisitions were apportioned between

New Assets	10,132
Renewals	18,788
Total Additions	28,920

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 9(b) RESTRICTED INFRASTRUCTURE, PROPERTY, PLANT & EQUIPMENT

\$ '000	Actual 2012				Actual 2011			
\$ '000 Class of Asset	At Cost	At Fair Value	Accum Depn & Impairment	Carrying Value	At Cost	At Fair Value	Accum Depn & Impairment	Carrying Value
Domestic Waste Management								
- 35.5% Kimbriki Tip Land		4,476		4,476	-	4,476	-	4,476
Total DWM	-	4,476	-	4,476	-	4,476	-	4,476
Other Restricted Assets								
- 64.5% Kimbriki Tip Land		8,133		8,133	-	8,133	-	8,133
- Non-Cash S94 Contribution		716		716	-	716	-	716
Total Other Restrictions	-	8,849	-	8,849	-	8,849	-	8,849
TOTAL RESTRICTED I,PP&E	-	13,325	-	13,325	-	13,325	-	13,325

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 10(a) PAYABLES, BORROWINGS AND PROVISIONS

\$ '000	Notes	Actual 2012		Actual 2011	
		Current	Non Current	Current	Non Current
Payables					
Goods & Services		1,674	-	4,618	-
Accrued Expenses					
- Wages and Salaries		960	-	781	-
- Borrowings		-	-	-	-
- Other		4,357	600	6,302	400
Payments Received In Advance		1,640	-	1,337	-
Deposits & Retentions		4,239	-	4,560	-
Fringe Benefits Tax Payable		96	-	88	-
Other Payables		800	-	916	-
Total Payables		13,766	600	18,602	400
Current Payables not expected to be settled within the next 12 months					
Deposits & Retentions		2,545	-	2,736	-
Total		2,545	-	2,736	-
Borrowings					
Loans - Secured ⁽¹⁾		-	-	-	-
Finance Lease Liability		491	274	574	508
Total Borrowings		491	274	574	508
Provisions⁽²⁾					
Employee Benefits;					
Annual Leave		3,916	-	3,594	-
Sick Leave		391	-	377	-
Long Service Leave		7,378	1,017	6,699	922
Gratuities		5	35	51	-
Redundancies		204	-	422	-
Sub Total - Aggregate Employee Benefits		11,894	1,052	11,143	922
Self Insurance - Workers Compensation		197	860	248	739
- Public Liability		366	775	191	842
- Other					
Asset Remediation	26	-	4,065	-	3,835
Total Provisions		12,457	6,752	11,582	6,338
Current Provisions not expected to be settled within the next 12 months					
		6,673	-	4,461	-

Notes:

⁽¹⁾Loans are secured over the income of Council

⁽²⁾Vested ELE is all carried as a current provision

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 10(a) PAYABLES, BORROWINGS AND PROVISIONS (continued)

\$ '000	Actual 2012		Actual 2011	
	Current	Non Current	Current	Non Current
Liabilities relating to Restricted Assets				
Externally Restricted Assets				
Domestic Waste Management	633	-	625	-
Sportsfield Levy	-	-	25	-
Stormwater Levy	-	-	2,130	-
Infrastructure Levy	-	-	254	-
Total	633	-	3,034	-
Internally Restricted Assets				
Security Bonds, Deposits & Retentions	4,239	-	4,560	-
Employee Leave Entitlements	2,218	196	2,007	174
Self Insurance Claims - Reserve	197	860	248	739
Total	6,654	1,056	6,815	913
Total Liabilities relating to restricted assets	7,287	1,056	9,849	913

NOTE 10(b) DESCRIPTION OF AND MOVEMENTS IN PROVISIONS

Class of Provision \$'000	Opening Balance	Additional Provisions	Payments	Remeasurement	Closing Balance
Annual Leave	3,594	3,477	(3,193)	38	3,916
Sick Leave	377	389	(375)	-	391
Long Service Leave	7,621	2,040	(1,315)	49	8,395
Gratuities	51	6	(17)	-	40
Redundancies	422	234	(452)	-	204
Self Insurance	2,020	178	-	-	2,198
Asset Remediation	3,835	230	-	-	4,065
TOTAL	17,920	6,554	(5,352)	87	19,209

- a. Employees Leave Entitlements & On-Costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.
- b. Self Insurance Provisions represent both (i) Claims incurred but not reported and (ii) Claims reported & estimated as a result of Council being a self insurer up to certain levels of Excess. For public liability this limit is \$150,000 (\$600,000 prior to 1 July 2006) per claim/event and for professional indemnity \$50,000 per claim/event.
- c. Asset Remediation Provisions represent the Present Value estimate of future costs Council will incur in order to remove, restore & remediate assets &/or activities as a result of past operations.
- d. Specific uncertainties relating to the final costs and the assumptions made in determining Provisions for Self Insurance include:
- Claims Escalation of between 2.046% and 4% per annum and Bond Yields of between 2.375% and 3.475% per annum over a 12 year period;
 - All monetary amounts for past Workers Compensation Claims were indexed to bring them to "standardised" values at June 2012;
 - Workers Compensation Claim payments projected into the future by the adopted actuarial model will be in "standardised" values as at June 2012; and
 - The outstanding estimates for Public Liability & Professional Indemnity claims include medical, legal and other claim related costs.

Notes to the Financial Statements

for the year ended 30 June 2012

Note 11 RECONCILIATION OF OPERATING RESULT TO NET CASH MOVEMENT FROM OPERATING ACTIVITIES

\$ '000	Notes	Actual 2012	Actual 2011
(a) Reconciliation of Cash Assets			
Total Cash & Cash Equivalent Assets	6a	6,544	11,182
Balances as per Statement of Cash Flows		6,544	11,182
(b) Reconciliation of Net Operating Result to Cash provided from Operating Activities			
Net Operating Result from Income Statement		8,738	9,187
Add:			
Depreciation and Amortisation		13,880	13,566
Decrease in Receivables		1,764	-
Increase in Provision for Leave Entitlements		881	277
Increase in Other Provisions		178	677
Increase in Payables		-	2,582
Increase in Other Current Liabilities		45	-
Unwinding of Discount Rates on Reinstatement Provisions		230	217
Fair Value Adjustments to Financial Assets through Profit and Loss		250	3
		25,966	26,509
Less:			
Increase in Receivables		-	(830)
Decrease in Provision for Doubtful Debts		(54)	(44)
Increase in Inventories		(6)	-
Increase in Other Current Assets		(175)	(325)
Increase in Equity Share in Joint Venture		(377)	(71)
Decrease in Payables		(4,114)	-
Decrease in Accrued Interest Payable		-	(20)
Decrease in Other Current Liabilities		-	(346)
Gain on Disposal of Assets		(205)	(167)
Fair Value Adjustments to Investment Property		-	(50)
NET CASH PROVIDED FROM/(USED IN)			
OPERATING ACTIVITIES from CASH FLOW STATEMENT		21,035	24,656

Notes to the Financial Statements

for the year ended 30 June 2012

Note 11 RECONCILIATION OF OPERATING RESULT TO NET CASH MOVEMENT FROM OPERATING ACTIVITIES (Continued)

\$ '000	Notes	Actual 2012	Actual 2011
(c) Non-Cash Investing & Financing Activities			
Land		-	-
(d) Financing Arrangements			
Unrestricted access was available at balance date to the following:			
Bank Overdraft Facilities ⁽¹⁾		500	500
Corporate Credit Cards		150	150
Bank Guarantee for possible Workers Compensation Claims		1,500	1,500
		2,150	2,150

Notes:

⁽¹⁾The Bank overdraft facility may be drawn at any time and may be terminated by the bank without notice. Interest rates on Overdrafts and Loans are disclosed in Note 15.

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 12 COMMITMENTS FOR EXPENDITURE

\$ '000	Notes	Actual 2012	Actual 2011
(a) Capital Commitments (exclusive of GST)			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
- Buildings		2,298	59
- Plant & Equipment		-	64
- Office Equipment		103	30
- Other Structures		1,066	904
- Infrastructure		6,812	3,077
Total		10,279	4,134
(b) Finance Lease Commitments			
Commitments under Finance Leases at the Reporting Date are payable as follows:			
- Not later than one year		533	639
- Later than one year and not later than 5 years		285	539
- Later than 5 years		-	-
Total		818	1,178
Minimum Lease Payments		818	1,178
less: Future Finance Charges		(53)	(96)
Lease Liability		765	1,082
Representing lease liabilities			
- Current Liabilities		491	574
- Non-Current Liabilities		274	508
Total		765	1,082
(d) Non-cancellable Operating Lease Commitments			
- Not later than one year		109	79
- Later than one year and not later than 5 years		37	79
- Later than 5 years		-	-
Total		146	158

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 13 STATEMENT OF PERFORMANCE MEASURES - CONSOLIDATED RESULTS

\$ '000	Amounts	Indicator	2011	2010
	2012	2012		
1. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽¹⁾	56,432	3.35	2.74	3.14
Current Liabilities less Specific Purpose Liabilities ^(2,3)	16,863			
2. Debt Service Ratio				
Debt Service Cost	729	0.54%	1.54%	4.07%
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	136,199			
3. Rates & Annual Charges Coverage Ratio				
Rates & Annual Charges	83,119	58.12%	57.51%	56.79%
Revenue from Continuing Operations	143,015			
4a. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding	2,743	3.18%	3.31%	3.85%
Rates, Annual & Extra Charges Collectible	86,159			
4b. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage *				
Rates, Annual & Extra Charges Outstanding	2,036	2.36%	2.51%	3.06%
Rates, Annual & Extra Charges Collectible	86,159			
* It is Council's policy not to pursue pensioners for outstanding Rates. This calculation is used to demonstrate to users the effect of actively pursuing outstanding amounts from pensioners.				
5. Building & Infrastructure Renewals Ratio				
Asset Renewals ⁽⁴⁾ [Buildings & Infrastructure]	14,126	154.60%	186.13%	168.74%
Depreciation, Amortisation & Impairment (Building & Infrastructure Assets)	9,137			

Notes

⁽¹⁾ Refer Notes 6-8 inclusive.

Also excludes any Real Estate & Land for resale not expected to be sold in the next 12 months

⁽²⁾ Refer to Note 10(a).

⁽³⁾ Refer to Note 10(c) - excludes all ELE not expected to be paid in the next 12 months.

⁽⁴⁾ Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 14 INVESTMENT PROPERTIES

\$ '000	Notes	Actual 2012	Actual 2011
(a) Investment Properties at Fair value		2,100	2,100
Investment Properties on Hand		2,100	2,100
Reconciliation of Annual Movement:			
Opening Balance		2,100	2,050
- Net Gain/(Loss) from Fair Value Adjustments		-	50
CLOSING BALANCE - INVESTMENT PROPERTIES		2,100	2,100

(b) Valuation Basis

The basis of Valuation of Investment Properties is Fair Value, being the amounts for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.

The 2012 revaluations were based on Independent Assessments made by: Scott Fullarton Valuations Pty Ltd., Director Scott Fullarton, FAPI, Certified Practising Valuer, Registered Valuer No. 2144.

(c) Contractual Obligations at Reporting Date

Refer to Note 12 for disclosures relating to any Capital and Service obligations that have been contracted.

(d) Leasing Arrangements

Details of leased Investment Properties are as follows;

Future Minimum Lease Payments receivable under non-cancellable Investment Property Operating Leases not recognised in the Financial Statements are due:

Within 1 year	193	182
Later than 1 year but less than 5 years	498	649
Later than 5 years	-	-
Total Minimum Lease Payments Receivable	691	831

(e) Investment Property Income & Expenditure - summary

Rental Income from Investment Properties:

- Minimum Lease Payments	184	177
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Direct Operating Expenses on Investment Properties:

- that generated rental income	(22)	(21)
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Net Revenue Contribution from Investment Properties	162	156
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plus:

Fair Value Movement for year	-	50
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Total Income attributable to Investment Properties	162	206
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Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 15 FINANCIAL RISK MANAGEMENT

Risk Management

Council's activities expose it to a variety of financial risks including (i) price risk, (ii) credit risk, (iii) liquidity risk and (iv) interest rate risk. Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's Finance Section under policies approved by the Council.

Council held the following financial instruments at balance date:

\$'000	Carrying Value		Fair Value	
	2012	2011	2012	2011
Financial Assets				
Cash and Cash Equivalents	6,544	11,182	6,544	11,182
Receivables	7,081	8,791	7,081	8,791
Financial Assets at Fair value through profit or loss - Held for Trading	4,316	6,121	4,316	6,121
Held-to-Maturity Investments	68,539	70,540	68,539	70,540
Total Financial Assets	86,480	96,634	86,480	96,634
Financial Liabilities				
Payables	12,726	17,665	12,726	17,665
Loans / Advances	765	1,082	765	1,082
Total Financial Liabilities	13,491	18,747	13,491	18,747

Fair Value is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** - estimated to be the carrying value which approximates market value.
- **Borrowings & Held to Maturity Investments** - estimated future cash flows discounted by the current market interest rates applicable to assets & liabilities with similar risk profiles.
- **Financial Assets classified at Fair Value through profit and loss** - based upon quoted market prices in active markets for identical investments.

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 15 FINANCIAL RISK MANAGEMENT (continued)

\$ '000

(a) Cash and Cash Equivalents

Financial Assets at Fair Value through the Profit and Loss

Held-to-Maturity Investments

Council's objective is to maximise its return on cash & investments whilst maintaining an adequate level of liquidity and preserving capital. Council's Financial Section manages its Cash & Investments portfolio with the assistance of independent advisors. Council has an Investment Policy which complies with the Local Government Act & Minister's Investment Order. The Policy is regularly reviewed by Council and an Investment Report provided to Council on a monthly basis setting out the make-up and performance of the portfolio.

The major risk associated with investments is price risk - the risk that the capital value of investments may fluctuate due to changes in market prices, whether the changes are caused by factors specific to individual financial instruments or their issuers or factors affecting similar instruments traded in a market.

Cash and investments are also subject to interest rate risk - the risk that movements in interest rates could affect returns.

Another risk associated with cash and investments is credit risk - the risk that a contracting entity will not complete its obligations under a financial instrument, resulting in a financial loss to Council. Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from independent advisers before placing any cash and investments.

\$'000	2012	2011
Impact of a 10% ⁽¹⁾ movement in price of Investments		
- Equity	432	612
- Income Statement ⁽²⁾	432	612
Impact of a 1% ⁽¹⁾ movement in Interest Rates on Cash and Investments		
- Equity	794	878
- Income Statement ⁽²⁾	794	878

Notes:

⁽¹⁾ Sensitivity percentages based on management's expectation of future possible market movements. (Price movements calculated on investments subject to fair value adjustments. Interest rate movements calculated on cash, cash equivalents and FRNs.)
Recent market volatility has seen larger market movements for certain types of investments.

⁽²⁾ Maximum impact.

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 15 FINANCIAL RISK MANAGEMENT (continued)

(b) Receivables

Council's major receivables comprise Rates & Annual Charges and User Charges & Fees. The major risk associated with these receivables is credit risk - the risk that debts due and payable to Council may not be repaid. Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures.

Credit risk on Rates and Annual Charges is minimised by the ability of Council to recover these debts as a secured charge over the land that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue Rates & Annual Charges which further encourages payment.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

The profile of Council's credit risk at balance date was:

\$'000	2012	2011
Percentage of Rates and Annual Charges		
- Current	-	-
- Overdue	100%	100%
Percentage of Other Receivables		
- Current	91%	77%
- Overdue	9%	23%

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 15 FINANCIAL RISK MANAGEMENT (continued)

\$ '000

(c) Payables & Borrowings

Payables & Borrowings are both subject to liquidity risk - the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities can be drawn down in extenuating circumstances.

The contractual undiscounted cash outflows of Council's Payables & Borrowings are set out in the Liquidity Sensitivity Table below:

\$'000	Due Within 1 Year	Due Between 1 and 5 Years	Due after 5 Years	Total Contractual Cash Flows	Carrying Values
2012					
Payables	12,126	600	-	12,726	12,726
Borrowings	533	285	-	818	765
Total Financial Liabilities	12,659	885	-	13,544	13,491
2011					
Payables	17,265	400	-	17,665	17,665
Borrowings	639	539	-	1,178	1,082
Total Financial Liabilities	17,904	939	-	18,843	18,747

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs & debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities & interest rate structures.

The following interest rates were applicable to Council's Borrowings at balance date:

	2012		2011	
	Weighted Average Interest Rate	Balance \$'000	Weighted Average Interest Rate	Balance \$'000
Overdraft	-	-	-	-
Bank Loans - Fixed	0.0%	-	0.0%	-
- Variable ⁽¹⁾	0.0%	-	0.0%	-
		-		-

⁽¹⁾ The interest rate risk applicable to Variable Rate Bank Loans is not considered significant.

Notes to the Financial Statements

for the financial year ended 30 June 2012

NOTE 16 MATERIAL BUDGET VARIATIONS

Council's Original Financial Budget for 2011/12 was incorporated as part of its Strategic Community Plan and was adopted by the Council on 28 June 2011.

While the Income Statement included in these General Purpose Financial Statements must disclose the Original Budget adopted by Council, the Local Government Act requires Council to review its Financial Budget on a Quarterly Basis, so that it is able to manage the variations between actuals and budget that invariably occur throughout the year.

This Note sets out the details of MATERIAL VARIATIONS between Council's Original Budget and its Actual results for the year as per the Income Statement - even though such variations may have been adjusted for during each Quarterly Budget Review.

Material Variations represent those variances that amount to **10%** or more of the original budgeted figure.

Note that for Variations: F = Favourable Budget Variation, U = Unfavourable Budget Variation

\$ '000	2012 Budget	2012 Actual	2012 ----- Variance -----		
REVENUES					
Rates & Annual Charges	82,872	83,119	247	0%	F
User Charges & Fees	33,393	31,792	(1,601)	(5%)	U
Interest & Investment Revenue	4,687	5,329	642	14%	F
This variance is principally due to the strong performance of the Council's investment portfolio which has exceeded the bank bill benchmark return by over 1% and higher than anticipated cash balances due to lower than budgeted expenditure on Capital Projects.					
Other Revenues	7,998	9,356	1,358	17%	F
This variance is principally due to higher Recycling Income in Kimbriki Environmental Enterprises P/L					
Operating Grants & Contributions	7,139	8,677	1,538	22%	F
This variance is principally due to the receipt of an additional instalment of the 2012/13 Financial Assistance Grant.					
Capital Grants & Contributions	3,861	4,160	299	8%	F
Net Gains on the Disposal of Assets	160	205	45	28%	F
This gain reflects the positive nature of the disposal of Council's fleet vehicles which was higher than anticipated.					
Share of Net Gain - Joint Ventures & Associates	-	377	377	0%	F
This variance relates to a higher than anticipated contribution from the NSW Rural Fire Service.					
EXPENSES					
Employee Benefits & On-Costs	57,497	54,434	3,063	(5%)	F
This positive variance is due to productivity gains and consequential vacancies which have not been filled in a number of services.					
Borrowing Costs	306	312	(6)	2%	U
Materials & Contracts	46,990	49,522	(2,532)	5%	U
Depreciation & Amortisation	13,889	13,880	9	(0%)	F
Other Expenses	15,642	16,129	(487)	3%	U

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 17 STATEMENT OF DEVELOPER CONTRIBUTIONS

\$ '000

Council recovers contributions, raises levies & enters into planning agreements on development works that are subject to a development consent issued by Council.

All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions & levies and the value of all remaining funds which are "restricted" in their future use.

SUMMARY OF CONTRIBUTIONS & LEVIES

PURPOSE	Contributions received during the Year					Projections					
	Opening Balance	Cash	Non Cash	Interest earned in Year	Exp during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Future income	Exp still outstanding	Over or (under) Funding	Cumulative Internal Borrowings due/(payable)
Traffic Facilities	941	-	-	56	-	-	997	-	(997)	-	-
Parking	5,448	-	-	331	-	-	5,779	-	(5,779)	-	-
Open Space	11,690	-	-	692	-	-	12,382	-	(12,382)	-	-
Community Facilities	4,151	-	-	257	(151)	-	4,257	-	(4,257)	-	-
Other	2,376	-	-	143	-	-	2,519	-	(2,519)	-	-
S94 Contributions - under a Plan	24,606	-	-	1,479	(151)	-	25,934	-	(25,934)	-	-
S94A Levies - under a Plan	4,333	2,531	-	330	(1,630)	-	5,564	10,000	(15,564)	-	-
Total S94 Revenue Under Plans	28,939	2,531	-	1,809	(1,781)	-	31,498	10,000	(41,498)	-	-
S94 not under Plans	809	-	-	2	-	-	811	-	(811)	-	-
Total Contributions	29,748	2,531	-	1,811	(1,781)	-	32,309	10,000	(42,309)	-	-
Less: Land	(716)	-	-	-	-	-	(716)	-	716	-	-
Total Cash Contributions	29,032	2,531	-	1,811	(1,781)	-	31,593	10,000	(41,593)	-	-

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 17 STATEMENT OF DEVELOPER CONTRIBUTIONS (continued)

\$ '000

S94 CONTRIBUTIONS - UNDER A PLAN

PURPOSE	Contributions received during the Year					Projections					
	Opening Balance	Cash	Non Cash	Interest earned in Year	Exp during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Future income	Exp still outstanding	Over or (under) Funding	Cumulative Internal Borrowings due/(payable)
Traffic Facilities	941	-	-	56	-	-	997	-	(997)	-	-
Parking	5,448	-	-	331	-	-	5,779	-	(5,779)	-	-
Open Space	11,690	-	-	692	-	-	12,382	-	(12,382)	-	-
Community Facilities	4,151	-	-	257	(151)	-	4,257	-	(4,257)	-	-
Other	2,376	-	-	143	-	-	2,519	-	(2,519)	-	-
Total	24,606	-	-	1,479	(151)	-	25,934	-	(25,934)	-	-

S94A LEVIES - UNDER A PLAN

CONTRIBUTION PLAN

PURPOSE	Contributions received during the Year					Projections					
	Opening Balance	Cash	Non Cash	Interest earned in Year	Exp during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Future income	Exp still outstanding	Over or (under) Funding	Cumulative Internal Borrowings due/(payable)
Other	4,333	2,531	-	330	(1,630)	-	5,564	10,000	(15,564)	-	-
Total	4,333	2,531	-	330	(1,630)	-	5,564	10,000	(15,564)	-	-

S94 LEVIES - NOT UNDER A PLAN

PURPOSE	Contributions received during the Year					Projections					
	Opening Balance	Cash	Non Cash	Interest earned in Year	Exp during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Future income	Exp still outstanding	Over or (under) Funding	Cumulative Internal Borrowings due/(payable)
Drainage	42	-	-	2	-	-	44	-	(44)	-	-
Child Care Reserve-Austlink	48	-	-	-	-	-	48	-	(48)	-	-
Other	3	-	-	-	-	-	3	-	(3)	-	-
Land	716	-	-	-	-	-	716	-	(716)	-	-
Total	809	-	-	2	-	-	811	-	(811)	-	-

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 18 CONTINGENCIES

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but their knowledge and disclosure is considered relevant to the users of Council's Financial Statements.

CONTINGENT LIABILITIES

1. Guarantees

(i) Defined Benefit Superannuation Contribution Plans

"The Local Government Superannuation Scheme – Pool B (the Scheme) is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB119. Sufficient information under AASB119 is not available to account for the Scheme as a defined benefit plan, because the assets to the Scheme are pooled together for all employers.

The amount of employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2012 was \$1,304,437. The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 16 February 2010 and covers the period ended 30 June 2009. However the position is monitored annually and the Actuary has estimated that as at 30 June 2012 a deficit still exists. Effective from 1 July 2009, employers are required to contribute additional contributions to assist in extinguishing this deficit. The amount of additional contributions in the total employer contribution advised above is \$588,369.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to Local Government. Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the Net Assets or Liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the Fund Years. The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) WorkCover

Council has provided a \$1.5 million guarantee to WorkCover as a provision for all known liabilities disclosed in an Actuarial Report prepared by David Zaman Pty Ltd. as at 28 May 2012.

(iv) Other Guarantees

Council has provided no other Guarantees other than those listed above.

2. Other Liabilities

(i) Third Party Claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services. Council believes that it is appropriately covered for all claims through its Insurance Coverage and does not expect any material liabilities to eventuate.

(ii) S94 Plans

Council levies Section 94 and 94A Contributions upon various developments across the Council area through the required Contributions Plans. As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans. As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds. These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Council's intention to spend funds in the manner and timing set out in those Plans.

(iii) Legal Expenses

Council is ordinarily the planning consent authority for its area under the Environmental Planning & Assessment Act 1979. Pursuant to that Act, certain persons dissatisfied by a planning decision of the Council may appeal to the Land & Environment Court. It is the Court's normal practice in Class 1 proceedings that parties bear their own legal costs. In class 4 (or judicial review) proceedings, costs usually follow the event.

At the date of these reports, Council had notice of four (4) appeals against planning decisions made prior to reporting date. All known costs have been recognised, but the amount of further costs cannot be known until the appeals are determined.

Council is involved in other litigation (including other Land and Environment Court proceedings, civil liability proceedings and Local Court prosecutions). Whilst these matters are unlikely to cost Council in excess of \$100,000 individually (subject to the comments below), the amount of further costs cannot be known until these proceedings are concluded. In relation to these other

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 18 CONTINGENCIES (Continued)

proceedings it is noted that Council is involved in a Supreme Court matter, the hearing of which has concluded and a Environment Court Class 4 matter where proceedings have not concluded. Council's maximum exposure to costs is the limit of its excess of \$50,000 in each matter.

(iv) Potential Land Acquisitions due to Planning

Restrictions imposed by Council

Council has classified a number of privately owned land parcels as Local Open Space or Bushland. As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels. At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

CONTINGENT ASSETS

(i) Land Under Roads

As permitted under AASB 1051, Council has elected not to bring to account Land Under Roads that it owned or controlled up to and including 30 June 2008.

(ii) Infringement Notices/Fines

Fines and Penalty Income, the result of Council issuing Infringement Notices is followed up and collected by the Infringement Processing Bureau. Councils Revenue Recognition policy for such income is to account for it as revenue on receipt. Accordingly, at Year End, there is a potential asset due to Council representing issued but unpaid Infringement Notices.

Due to the limited information available on the status, value and duration of outstanding Notices, Council is unable to determine the value of outstanding income.

(iii) Building Commencements

There were no current construction certificates on hand awaiting collection.

There is still building activity that may have commenced without proper approval and payment of appropriate fees. However, the number has dropped significantly due to ongoing investigations and monthly audits that were implemented to monitor the possibility of further unlawful works.

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 19 INTERESTS IN SUBSIDIARIES AND JOINT VENTURES

Council's objectives can and in some cases are best met through the use of separate entities and operations. These operations and entities range from 51% ownership and control through to lower levels of ownership and control via co-operative arrangements with other Councils. The accounting and reporting for these various entities, operations and arrangements varies in accordance with accounting standards, depending on the level of Council's interest and control and the type of entity as follows:

Subsidiary

Note 19(a)

Operational Arrangements where Council's ownership exceeds 50%

Joint Venture Entities

Note 19(b)

Arrangements in the form of a Separate Entity that deploys the resources of the operation itself. Under the Joint Venture Entities, Council jointly controls the operations with other parties.

Accounting Recognition:

- (i) The subsidiary disclosed under Note 19(a), is accounted for on a Consolidation basis within the Income and Balance Sheet.
- (ii) Joint Venture Entities as per Notes 19(b) are accounted for using the Equity Accounting Method - and are disclosed as a one line entry in the Income Statement and Balance Sheet.

(a) Subsidiary

Council is the majority shareholder in Kimbriki Environmental Enterprises Pty Limited. The company commenced operating its waste and recycling business on 1 July 2009 with a lease over the site for a period of 25 years. The minority shareholders in the company are Manly, Mosman and Pittwater Councils.

\$ '000	Notes	Actual 2012	Actual 2011
Current Assets			
Cash and Cash Equivalents		2,256	2,034
Investments		10,539	9,540
Receivables		1,590	1,343
Total Current Assets		14,385	12,917
Non-Current Assets			
Infrastructure, Property, Plant & Equipment		2,123	1,764
Intangibles		1,840	1,270
Total Non-Current Assets		3,963	3,034
Total Assets		18,348	15,951
Current Liabilities			
Payables		2,044	1,756
Provisions		491	315
Total Current Liabilities		2,535	2,071
Non-Current Liabilities			
Payables		600	400
Total Non-Current Liabilities		600	400
Total Liabilities		3,135	2,471
Net Assets		15,213	13,480
Equity			
Share Capital		10,033	10,033
Retained Earnings		5,180	3,447
Total Equity		15,213	13,480
Share of Subsidiary's revenue, expenses and results			
Revenues		11,454	9,877
Expenses		10,122	8,758
Operating Result		1,331	1,119
Share of Subsidiary's commitments			
Expenditure Commitments		4,016	7,074
Operating Lease Commitments		20,940	19,982
Other Commitments		1,567	861
Total Commitments		26,523	27,917

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 19 INTERESTS SUBSIDIARIES AND JOINT VENTURES (continued)

(b) Joint Venture Entity

Council has a Joint Venture with Pittwater Council for the Warringah - Pittwater District Rural Fire Service.

\$ '000	Notes	Actual 2012	Actual 2011
Current Assets			
Cash and Cash Equivalents		1,091	676
Receivables		1	-
Total Current Assets		1,092	676
Non-Current Assets			
Infrastructure, Property, Plant & Equipment		134	173
Total Non-Current Assets		134	173
Total Assets		1,226	849
Current Liabilities			
Payables		-	-
Total Current Liabilities		-	-
Total Liabilities		-	-
Net Assets		1,226	849
Share of Joint Venture's revenue, expenses and results			
Revenues		1,060	833
Expenses		683	762
Operating Result		377	71
Share of Joint Venture's commitments			
Expenditure Commitments		-	-
Total Commitments		-	-

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 20 RETAINED EARNINGS AND REVALUATION RESERVES

\$ '000	Notes	Actual 2012	Actual 2011
(a) Retained Earnings			
Movements in Retained Earnings were as follows:			
Balance at beginning of Year		2,318,827	3,481,267
Adjustment to correct Prior Period Errors	20(d)	-	-
Adjustment for Changes in Accounting Policies	20(e)	-	(1,170,553)
Net Operating Result for the Year		7,459	8,113
Balance at end of Year		2,326,286	2,318,827
(b) Reserves			
Infrastructure, Property, Plant & Equipment Revaluation Reserve		110,929	110,929
Total		110,929	110,929
Movements			
Infrastructure, Property, Plant & Equipment Revaluation Reserve			
Balance at beginning of Year		110,929	90,296
Adjustment to correct Prior Period Errors	20(d)	-	-
Revaluations for the year	9(a)	-	20,633
Balance at end of Year		110,929	110,929
(c) Nature and Purpose of Reserves			
Infrastructure, Property, Plant & Equipment Revaluation Reserve			
The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments and decrements on the revaluation of non-current assets.			
(d) Correction of Errors in Previous Periods			
There has not been any correction of errors in previous periods			
(e) Changes in Accounting Policies			
Adjusted to Retained Earnings			
First time adoption of the valuation of Land Under Roads acquired for periods after 1 July 2008		-	1,806
Change in methodology in Valuing Community Land - Council has revalued its Community Land during the financial year. In doing so the methodology has been changed to value the Community Land at the actual Valuer General rate or where this was not available an average rate using the Valuer General rates for Community Land within the Local Government Area. This is not the initial application of the accounting policy to revalue assets and consistent with previous revaluations has been adjusted against Retained Earnings.		-	(1,172,359)
Total		-	(1,170,553)

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 21 RESULTS BY FUND

Council does not have any Water or Sewer Funds.

NOTE 22 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

\$ '000	Actual 2012		Actual 2011	
	Current	Non Current	Current	Non Current
Land	2,571	-	2,571	-
Buildings	373	-	373	-
Total Non Current Assets "Held for Sale"	2,944	-	2,944	-

Reconciliation of Non Current Assets "Held for Sale"

Opening Balance	2,944		2,944	-
less: Carrying Value of Assets/Operations Sold	-		-	-
Balance still unsold after 12 months:	2,944	-	2,944	-
plus New Transfer in:				
Assets "Held for Sale"	-	-	-	-
Closing Balance of "Held for Sale"				
Non Current Assets & Operations	2,944	-	2,944	-

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 23 EVENTS OCCURRING AFTER BALANCE SHEET DATE

Events that occur after the reporting date of 30 June 2012, up to and including the date when the financial report is "authorised for issue" have been taken into account in preparing this financial report.

Council has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to this General Purpose Financial Report.

Accordingly, the "authorised for issue" date is 29 August 2012.

Events that occur after the Reporting Date represent one of two types:

(i) Events that have provided evidence of conditions that existed at the Reporting Date

These financial reports (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2012.

(ii) Events that have provided evidence of conditions that arose after the Reporting Date

These financial reports (and figures therein) do not incorporate any "non adjusting events" that have occurred after 30 June 2012 and which are only indicative of conditions that arose after 30 June 2012.

Council is unaware of any material or significant "non adjusting events" that should be disclosed.

NOTE 24 DISCONTINUED OPERATIONS

Council has not classified any of its Operations as "Discontinued".

NOTE 25 INTANGIBLE ASSETS

\$ '000	Notes	Actual 2012	Actual 2011
At Cost		1,840	1,270
Accumulated Amortisation & Impairment		-	-
Net Book Amount		1,840	1,270
Movements for the year			
Opening Net Book Amount		1,270	135
Additions - internal development		570	1,135
Amortisation Charge		-	-
Closing Net Book Amount ⁽¹⁾		1,840	1,270

Notes:

⁽¹⁾Development costs relating to gaining planning approvals for the right to build an alternate/advanced waste facility on the Kimbriki site.

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 26 REINSTATEMENT, REHABILITATION & RESTORATION LIABILITIES

\$ '000	Note		
Council has legal/public obligations to make restore, rehabilitate and reinstate the following assets/operations;			
Asset/Operation	Estimated year of restoration	NPV of Provision	
		2012	2011
Recycling Tip	2030	4,065	3,835
Balance at End of the Reporting Period	10	4,065	3,835

Under AASB 116 - Property, Plant & Equipment, where the use of an asset results in the obligation to dismantle or remove the asset and restore the site on which the asset stands, an estimate of such costs is required to be included in the cost of the asset.

An equivalent liability must be recognised under AASB 137 - Provisions, Contingent Liabilities and Contingent Assets.

The provision has been calculated by determining the present value of the future expenditures expected to be incurred. The discount rate used is the risk free borrowing rate applicable to Council.

Specific uncertainties relating to the final costs and the assumptions made in determining the amounts of provisions include:

- Estimation of the closure and post closure cost was limited to the extent that there was uncertainty in the cost amount. It was assumed that the closure and post closure costs would be incurred
- The probabilistic approach used in the remediation plan assumes that there is virtually no upper limit to the cost distributions used in the model and that for each cost estimate distribution that higher costs have lower likelihoods of being incurred. The costs are estimates and there is some chance (extremely low) that the costs could be substantially exceeded.
- Environmental laws and relevant codes, guidelines and standards of any authority, applicable at the time the remediation plan was undertaken continue to apply.

Reconciliation of movement in Provision for year:

Balance at beginning of year	3,835	3,618
Revised Costs	-	-
Effect of a change in discount rates used in PV calculations	-	-
Amortisation of discount (expensed to borrowing costs)	230	217
Total - Reinstatement, rehabilitation and restoration provision	4,065	3,835

Amount of Expected Reimbursements

Of the above Provisions for Reinstatement, Rehabilitation and Restoration works, those applicable to Garbage Services & Waste Management are able to be funded through future charges incorporated within Council's Annual Domestic Waste Management Charge.

Notes to the Financial Statements

for the year ended 30 June 2012

NOTE 27 ADDITIONAL DISCLOSURES - COUNCIL INFORMATION AND CONTACT DETAILS

Principal Place of Business:

725 Pittwater Road
Dee Why NSW 2099

Contact Details

Mailing Address:

DX 9118
Dee Why NSW 2099

Telephone: 02 9942 2111

Facsimile: 02 9971 4522

Officers

GENERAL MANAGER

Rik Hart

RESPONSIBLE ACCOUNTING OFFICER

David Walsh

PUBLIC OFFICER

John Warburton

AUDITORS

Hill Rogers Spencer Steer

Other Information

ABN: 31 565 068 406

Opening Hours

Monday to Friday
8.30am - 5.00pm

Internet: www.warringah.nsw.gov.au

Email: council@warringah.nsw.gov.au

Elected Members

MAYOR

Michael Regan

COUNCILLORS

Michelle Ray

Jason Falinski

Vincent De Luca OAM

Bob Giltinan

Dr Christina Kirsch

Dr Helen Wilkins

Dr Conny Harris

Virginia Laugesen

Julie Sutton

INDEPENDENT AUDITORS' REPORT

for the year ended 30 June 2012

GENERAL PURPOSE FINANCIAL STATEMENTS

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying **general purpose financial statements** of Warringah Council, which comprises the Balance Sheet as at 30 June 2012, Income Statement, Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management. The financial statements include the consolidated financial statements of the economic entity and the entities it controlled at year end or from time to time during the year.

Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. Our audit responsibility does not extend to the original budget information disclosed in the Income Statement, Statement of Cash Flows, and Note 2(a) or the budget variation explanations disclosed in Note 16. Nor does our responsibility extend to the projected future developer contributions and costs disclosed in Note 17. Accordingly, no opinion is expressed on these matters.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements. Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial statements:
 - (i) have been presented in accordance with the requirements of this Division;
 - (ii) are consistent with the Council's accounting records;
 - (iii) present fairly the Council's financial position, the results of its operations and its cash flows; and
 - (iv) are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial statements that we have become aware of during the course of the audit.

HILL ROGERS SPENCER STEER



G V STEER
Partner

Dated at Sydney this 29th day of August 2012

The Mayor

Warringah Council
Pittwater Road
DEE WHY NSW 2099

Audit Report - Year Ended 30 June 2012

We are pleased to advise completion of the audit of Council's books and records for the year ended 30 June 2012 and that all information required by us was readily available. We have signed our reports as required under Section 417(1) of the Local Government Act, 1993 and the Local Government Code of Accounting Practice and Financial Reporting to the General and Special Purpose Financial Statements.

Our audit has been conducted in accordance with Australian Auditing Standards so as to express an opinion on both the General and Special Purpose Financial Statements of the Council. We have ensured that the accounts have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) and the Local Government Code of Accounting Practice and Financial Reporting.

This report on the conduct of the audit is also issued under Section 417(1) and we now offer the following comments on the financial statements and the audit;

1. RESULTS FOR THE YEAR**1.1 Operating Result**

The operating result for the year was a surplus of \$7.459 million as compared with \$8.113 million in the previous year.

The following table sets out the results for the year and the extent (%) that each category of revenue and expenses contributed to the total.

	2012	% of	2011	% of	Increase
	Total	Total	Total	Total	(Decrease)
	\$'000		\$'000		\$'000
Revenues before capital items					
Rates & annual charges	83,119	60%	79,257	61%	3,862
User charges, fees & other revenues	41,730	30%	38,149	29%	3,581
Grants & contributions provided for operating purposes	8,677	6%	7,549	6%	1,128
Interest & investment revenue	5,329	4%	5,947	5%	(618)
	138,855	100%	130,902	100%	7,953
Expenses					
Employee benefits & costs	54,434	41%	52,435	41%	1,999
Materials, contracts & other expenses	65,651	49%	62,305	48%	3,346
Depreciation, amortisation & impairment	13,880	10%	13,566	11%	314
Borrowing costs	312	0%	330	0%	(18)
	134,277	100%	128,636	100%	5,641
Surplus before capital items	4,578		2,266		2,312
Grants & contributions provided for capital purposes	4,160		6,921		(2,761)
Surplus before minority interests	8,738		9,187		(449)
Attributable to Minority Interests	(1,279)		(1,074)		(205)
Net Surplus for the year	7,459		8,113		(654)

1.2 Funding Result

The operating result does not take into account all revenues and all expenditures and in reviewing the overall financial performance of Council it is useful to take into account the total source of revenues and where they were spent during the year which is illustrated in the table below.

	2012	2011
	\$'000	\$'000
Funds were provided by:-		
Operating Result (as above)	7,459	8,113
Add back non funding items:-		
- Depreciation, amortisation & impairment	13,880	13,566
- Book value of non-current assets sold	1,370	2,082
- (Gain)/Loss of fair value to investment properties	0	(50)
- (Surplus)/Deficit in joint ventures	(377)	(71)
	22,332	23,640
Decrease/Redemption in Non-current Investments	1,305	8,443
Finance Leases	330	707
Transfers from externally restricted assets (net)	6,425	0
Transfers from internal reserves (net)	0	7,942
Increase in minority interests	849	665
Net Changes in current/non-current assets & liabilities	1,168	1,179
	32,409	42,576

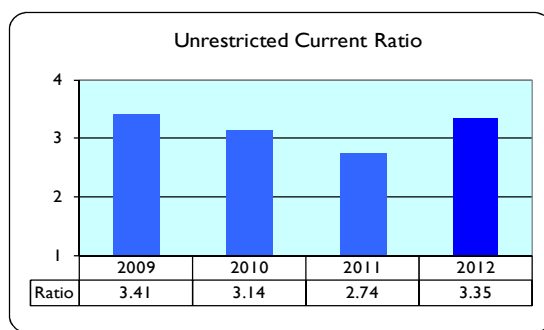
Funds were applied to:-

Purchase and construction of assets	(29,490)	(33,939)
Principal repaid on loans	0	(1,222)
Finance lease instalments	(647)	(641)
Transfers to externally restricted assets (net)	0	(4,397)
Transfers to internal reserves (net)	(578)	0
	(30,715)	(40,199)
Increase/(Decrease) in Available Working Capital	1,694	2,377

2. FINANCIAL POSITION**2.1 Unrestricted Current Ratio**

The Unrestricted Current Ratio is a financial indicator specific to local government and represents Council's ability to meet its debts and obligations as they fall due.

After eliminating externally restricted assets and current liabilities not expected to be paid within the next 12 months net current assets amounted to \$39.569 million representing a factor of 3.35 to 1.



2.2 Available Working Capital – (Working Funds)

At the close of the year the Available Working Capital of Council stood at \$37.594million as detailed below;

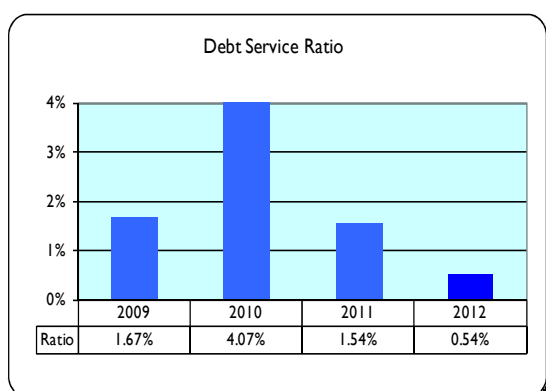
	2012	2011	Change
	\$000	\$000	\$000
Net Current Assets (Working Capital) as per Accounts	59,028	63,652	(4,624)
Add: Payables & provisions not expected to be realised in the next 12 months included above	9,218	7,197	2,021
Adjusted Net Current Assets	68,246	70,849	(2,603)
Add: Budgeted & expected to pay in the next 12 months			
- Borrowings	491	574	(83)
- Employees leave entitlements	5,221	6,682	(1,461)
- Self insurance claims	563	439	124
- Deposits & retention moneys	1,694	1,824	(130)
Less: Externally restricted assets	(28,677)	(35,102)	6,425
Less: Internally restricted assets	(9,944)	(9,366)	(578)
Available Working Capital as at 30 June	37,594	35,900	1,694

The balance of Available Working Capital should be at a level to manage Council's day to day operations including the financing of hard core debtors, stores and to provide a buffer against unforeseen and unbudgeted expenditures. Taking into consideration the nature and level of the internally restricted assets (Reserves) set aside to fund future works and services and liabilities, Council's Available Working Capital at year end was sound.

2.3 Debt

Operating revenue (excluding special purpose grants and contributions) required to service debt (loan repayments) was 1.54%. The increase is attributable to the early repayment of loans.

After repaying principal and interest of \$1.976 million, total debt as at 30 June 2011 stood at \$1.082 million (2010 - \$2.238 million).



2.4 Summary

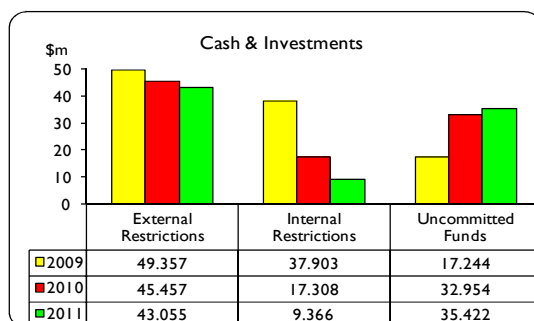
Council's overall financial position, when taking into account the above financial indicators is, in our opinion, sound.

3. CASH ASSETS

3.1 Cash & Investment Securities

Cash and investments amounted \$79.399 million at 30 June 2012 as compared with \$87.843 million in 2011 and \$95.719 million in 2010.

The chart below summarises the purposes for which cash and investments securities were held.



Externally restricted cash and investments are restricted in their use by externally imposed requirements and consisted of unexpended development contributions under Section 94 (\$31.593 million), domestic waste management charges (\$739,000) and specific purpose grants and contributions (\$834,000).

Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect forward plans, identified programs of works, and are, in fact, Council's "Reserves". These Reserves totalled \$9.944 million and their purposes are more fully disclosed in Notes 6 of the financial statements.

Unrestricted cash and investments amounted to \$36.289 million, which is available to provide liquidity for day to day operations and forms the basis of Council's sound financial position.

3.2 Cash Flows

The Statement of Cash Flows illustrates the flow of cash (highly liquid cash and investments) moving in and out of Council during the year and reveals that cash decreased by \$4.638 million to \$6.544 million at the close of the year.

In addition to operating activities which contributed net cash of \$21.035 million were the proceeds from the sale of investment securities (\$146.925 million), sale of assets (\$1.575 million) and new finance lease commitments (\$330,000). Cash outflows other than operating activities were used to purchase investment securities (\$143.369 million), pay finance lease instalments (\$647,000), pay dividends to minority interests in Kimbriki Environmental Enterprises Pty Limited (\$430,000) and to purchase and construct assets (\$30.057 million).

4. RECEIVABLES

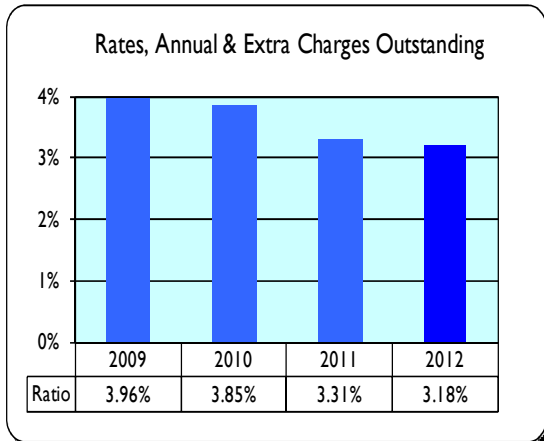
4.1 Rates & Annual Charges (excluding interest & extra charges)

Net rates and annual charges levied during the year totalled \$83.119 million and represented 58.12% of Council's total revenues.

Including arrears, the total rates and annual charges collectible was \$85.504 million of which \$83.146 million (97.24%) was collected.

4.2 Rates, Annual & Extra Charges

Arrears of rates, annual & extra charges stood at \$2.743 million at the end of the year and represented 3.18% of those receivables.



4.3 Other Receivables

Receivables (other than rates & annual charges) totalled \$4.433 million. Those considered to be uncertain of collection have been provided for as doubtful debts and this provision amounted to \$95,000.

5. PAYABLES

5.1 Self Insurance

Workers Compensation insurance claims have been actuarially assessed at \$1.057 million (2011 - \$987,000) and a bank guarantee of \$1.5 million is held to cover these claims as required by the Workcover Authority of NSW.

Public Liability & Professional Indemnity claims payable by Council (ie up to the excess layer) have been actuarially assessed at \$1.141 million (2011 - \$1.033 million) and is fully funded with internally restricted cash and investments.

5.2 Employees Leave Entitlements

Council's provision for its liability toward employees leave entitlements and associated on costs amounted to \$12.946 million. Internally restricted cash and investments of \$2.363 million was held representing 18.25% of this liability and was, in our opinion, sufficient to meet unbudgeted and unanticipated retirements.

5.3 Deposits, Retentions & Bonds

Deposits, retentions and bonds held at year end amounted to \$4.239 million and were fully funded by internally restricted cash and investments.

6. MANAGEMENT LETTER

An audit management letter addressing the findings from our interim audit was issued on 2 May 2012. This included our recommendations on possible ways to strengthen and/or improve procedures and management's comments and proposed actions.

7. CONCLUSION

We wish to record our appreciation to your General Manager and his staff for their ready co-operation and the courtesies extended to us during the conduct of the audit.

Yours faithfully,

Yours faithfully,

HILL ROGERS SPENCER STEER

G V STEER
Partner

Warringah Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2012

*Leading our community
Creating our future
Protecting our environment*



SPECIAL PURPOSE FINANCIAL STATEMENTS

for the financial year ended 30 June 2012

CONTENTS	PAGE	BACKGROUND
1. Statement by Councillors & Management	65	(i) The Special Purpose Financial Statements have been prepared for the use by both Council and the Division of Local Government in fulfilling their requirements under National Competition Policy.
2. Special Purpose Financial Reports:		(ii) The principle of competitive neutrality is based on the concept of a "level playing field" between persons/entities competing in a market particularly between private and public sector competitors. Essentially, the principle is that government businesses, whether Commonwealth, State or Local, should operate without net competitive advantages over other businesses as a result of their public ownership.
- Income Statement of Other Business Activities	66	(iii) For Council, the principle of competitive neutrality & public reporting applies only to declared business activities. These include (a) those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation and (b) those activities with a turnover of over \$2 million that Council has formally declared as a Business Activity (defined as Category 1 activities).
- Balance Sheet of Other Business Activities	68	(iv) In preparing these financial reports for Council's self classified Category 1 businesses and ABS defined activities, councils must (a) adopt a corporatisation model and (b) apply full cost attribution including tax equivalent regime payments & debt guarantee fees (where the business benefits from councils borrowing position by comparison with commercial rates).
3. Notes to the Special Purpose Financial Reports	70	
4. Auditor's Report	72	

STATEMENT BY COUNCILLORS AND MANAGEMENT

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- The NSW Government Policy Statement "Application of National Competition Policy to Local Government"
- Division of Local Government Guidelines "Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality"
- The Local Government Code of Accounting Practice and Financial Reporting

To the best of our knowledge and belief, these Reports:

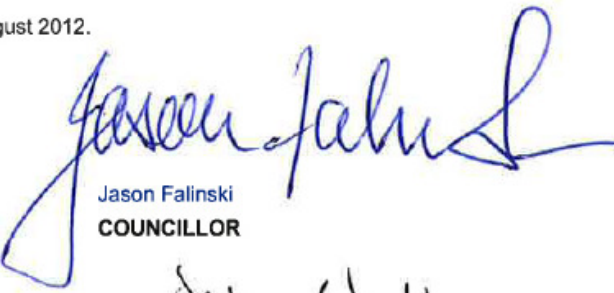
- Present fairly the Operating Result and Financial Position for each of Council's declared Business Activities for the year, and
- Accord with Council's accounting and other records.


We are not aware of any matter that would render these reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 28 August 2012.


Michael Regan
MAYOR


Rik Hart
GENERAL MANAGER


Jason Falinski
COUNCILLOR


David Walsh
RESPONSIBLE ACCOUNTING OFFICER

SPECIAL PURPOSE FINANCIAL STATEMENTS

Income Statement of Council's Other Business Activities

for the year ended 30 June 2012

	Children Services		Kimbriki	
	Actual 2012	Actual 2011	Actual 2012	Actual 2011
\$ '000				
Income from continuing operations				
Access charges	4,507	4,329	19,530	16,841
User charges	-	-	-	-
Fees	-	-	-	-
Interest	-	-	658	635
Grants and contributions provided for non capital purposes	531	469	520	442
Profit from the sale of assets	-	-	31	9
Other income	10	-	1,719	1,439
Total income from continuing operations	5,048	4,798	22,458	19,366
Expenses from continuing operations				
Employee benefits and on-costs	4,099	3,762	2,805	2,478
Borrowing costs	-	-	-	-
Materials and contracts	756	666	9,628	8,663
Depreciation and impairment	212	223	270	157
Loss on sale of assets	-	-	-	-
Calculated taxation equivalents	-	-	-	-
Debt guarantee fee (if applicable)	-	-	-	-
Other expenses	1	8	7,145	5,875
Total expenses from continuing operations	5,068	4,659	19,848	17,173
Surplus (deficit) from Continuing Operations before capital amounts	(20)	139	2,610	2,193
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	(20)	139	2,610	2,193
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	(20)	139	2,610	2,193
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	(42)	(783)	(658)
SURPLUS (DEFICIT) AFTER TAX	(20)	97	1,827	1,535
plus Opening Retained Profits	2,720	2,581	13,480	12,123
plus/less: Prior Period Adjustments	-	-	-	-
plus/less: Allocation Adjustments related to IPPE	-	-	-	-
plus Adjustments for amounts unpaid:				
- Taxation equivalent payments	-	-	-	-
- Debt guarantee fees	-	-	-	-
- Corporate taxation equivalent	-	42	783	658
add:				
- Subsidy Paid/Contribution To Operations	-	-	-	-
less:				
- TER dividend paid	-	-	-	-
- Dividend paid	-	-	(877)	(836)
Closing Retained Profits	2,700	2,720	15,213	13,480
Return on Capital %	-0.6%	4.5%	122.9%	124.3%
Subsidy from Council	119	28	-	-

SPECIAL PURPOSE FINANCIAL STATEMENTS

Income Statement of Council's Other Business Activities

for the year ended 30 June 2012

	Glen Street Theatre		Construction Certificate Certification	
	Actual 2012	Actual 2011	Actual 2012	Actual 2011
\$ '000				
Income from continuing operations				
Access charges	-	-	-	-
User charges	-	-	281	355
Fees	1,601	2,156	-	-
Interest	22	62	-	-
Grants and contributions provided for non capital purposes	3	624	-	-
Profit from the sale of assets	-	-	-	-
Other income	-	-	-	-
Total income from continuing operations	1,627	2,842	281	355
Expenses from continuing operations				
Employee benefits and on-costs	1,156	1,069	480	422
Borrowing costs	-	-	-	-
Materials and contracts	907	1,231	72	346
Depreciation and impairment	181	187	-	-
Loss on sale of assets	-	-	-	-
Calculated taxation equivalents	-	-	-	-
Debt guarantee fee (if applicable)	-	-	-	-
Other expenses	338	331	74	5
Total expenses from continuing operations	2,582	2,818	626	773
Surplus (deficit) from Continuing Operations before capital amounts	(955)	24	(345)	(418)
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	(955)	24	(345)	(418)
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	(955)	24	(345)	(418)
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	(7)	-	-
SURPLUS (DEFICIT) AFTER TAX	(955)	17	(345)	(418)
plus Opening Retained Profits	2,025	2,001	107	107
plus/less: Prior Period Adjustments	-	-	-	-
plus/less: Allocation Adjustments related to IPPE	-	-	-	-
plus Adjustments for amounts unpaid:				
- Taxation equivalent payments	-	-	-	-
- Debt guarantee fees	-	-	-	-
- Corporate taxation equivalent	-	7	-	-
add:				
- Subsidy Paid/Contribution To Operations	-	-	345	418
less:				
- TER dividend paid	-	-	-	-
- Dividend paid	-	-	-	-
Closing Retained Profits	1,070	2,025	107	107
Return on Capital %	-19.5%	0.5%	-322.4%	-390.7%
Subsidy from Council	1,104	293	348	424

SPECIAL PURPOSE FINANCIAL STATEMENTS

Balance Sheet of Council's Other Business Activities

as at 30 June 2012

\$ '000	Children Services Category 1		Kimbriki Category 1	
	Actual	Actual	Actual	Actual
	2012	2011	2012	2011
ASSETS				
Current Assets				
Cash and cash equivalents	-	-	2,256	2,034
Investments	-	-	10,539	9,540
Receivables	-	-	1,590	1,343
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	529	529	-	-
Total Current Assets	529	529	14,385	12,917
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	3,100	3,120	2,123	1,764
Investments accounted for using equity method	-	-	-	-
Investment property	-	-	-	-
Other	-	-	1,840	1,270
Total Non-Current Assets	3,100	3,120	3,963	3,034
TOTAL ASSETS	3,629	3,649	18,348	15,951
LIABILITIES				
Current Liabilities				
Payables	-	-	2,044	1,756
Interest bearing liabilities	-	-	-	-
Provisions	-	-	491	315
Total Current Liabilities	-	-	2,535	2,071
Non-Current Liabilities				
Payables	-	-	600	400
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Other Liabilities	-	-	-	-
Total Non-Current Liabilities	-	-	600	400
TOTAL LIABILITIES	-	-	3,135	2,471
NET ASSETS	3,629	3,649	15,213	13,480
EQUITY				
Retained earnings	2,700	2,720	15,213	13,480
Revaluation reserves	929	929	-	-
Council equity interest	3,629	3,649	15,213	13,480
Minority equity interest	-	-	-	-
TOTAL EQUITY	3,629	3,649	15,213	13,480

SPECIAL PURPOSE FINANCIAL STATEMENTS

Balance Sheet of Council's Other Business Activities

as at 30 June 2012

	Glen Street Theatre		Construction Certificate Certification	
	Category 1		Category 2	
	Actual	Actual	Actual	Actual
\$ '000	2012	2011	2012	2011
ASSETS				
Current Assets				
Cash and cash equivalents	678	1,444	-	-
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	8	5	-	-
Other	51	201	-	-
Non-current assets classified as held for sale	-	-	-	-
Total Current Assets	737	1,650	-	-
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	4,891	5,065	107	107
Investments accounted for using equity method	-	-	-	-
Investment property	-	-	-	-
Other	-	-	-	-
Total Non-Current Assets	4,891	5,065	107	107
TOTAL ASSETS	5,628	6,715	107	107
LIABILITIES				
Current Liabilities				
Payables	756	802	-	-
Interest bearing liabilities	-	-	-	-
Provisions	9	95	-	-
Total Current Liabilities	765	897	-	-
Non-Current Liabilities				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Other Liabilities	-	-	-	-
Total Non-Current Liabilities	-	-	-	-
TOTAL LIABILITIES	765	897	-	-
NET ASSETS	4,863	5,818	107	107
EQUITY				
Retained earnings	1,070	2,025	107	107
Revaluation reserves	3,793	3,793	-	-
Council equity interest	4,863	5,818	107	107
Minority equity interest	-	-	-	-
TOTAL EQUITY	4,863	5,818	107	107

Notes to the Special Purpose Financial Reports

for the financial year ended 30 June 2012

Note 1

NOTE 1 SIGNIFICANT ACCOUNTING POLICIES

A statement summarising the supplemental accounting policies adopted in the preparation of the SPFS for National Competition Policy reporting purposes follows:

These financial statements are a Special Purpose Financial Statements (SPFS) prepared for use by the Council and the Division of Local Government. For the purposes of these statements, the Council is not a reporting entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition criteria of applicable Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board and Australian Accounting Interpretation. The disclosures in these special purpose financial statements have been prepared in accordance with the Local Government Act and Regulation and the Local Government Code of Accounting Practice and Financial reporting.

The statements are also prepared on an accruals basis. They are based on historic costs and do not take into account changing money values, or except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described have been imputed for the purposes of the National Competition Policy.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 Government Policy statement on the 'Application of National Competition Policy to Local Government'. The pricing & costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; Council subsidies; return on investments (rate of return); and dividends paid.

Declared Business Activities

In accordance with Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Children Services - Child Care and Long Day Care

Kimbriki Environmental Enterprises Pty Limited - Domestic & Commercial Waste Management

Glen Street Theatre - Council's local Theatre

Category 2

(where gross operating turnover is less than \$2 million)

Construction Certificate Certification - Construction Certificate Certification activity of the Urban Development Approval Service (part of Council's Local Approval Service Unit)

Monetary Amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest one thousand dollars.

(i) Taxation Equivalent Charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations (General Purpose Financial Statements) just like all other costs. However, where council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all council nominated business activities and are reflected in the SPFR.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council nominated business activities (this does not include Council's non-business activities):

Notional Rate Applied %

Corporate Income Tax Rate – 30%

Land Tax – The first \$396,000 of combined land values attracts 0%. From \$396,001 to \$2,421,000 the rate is 1.6% + \$100. For the remaining combined land value that exceeds \$2,366,000, a premium marginal rate of 2.0% applies.

Payroll Tax – 5.45% on the value of taxable salaries and wages in excess of \$678,000 from 1 July 2011 to 30 June 2012.

Income Tax

An income tax equivalent has been applied on the profits of the business. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account of in terms of assessing the rate of return required on capital invested. Accordingly, the return on

capital invested is set at a pre-tax level (gain/(loss) from ordinary activities before capital amounts) as would be applied by a private sector competitor – that is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income Tax is only applied where a positive gain/(loss) from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional - that is, it is payable to the "Council" as the owner of business operations, it represents an internal payment and has no effect on the operations of the council.

Accordingly, there is no need for disclosure of internal charges in the GPFS. The rate applied of 30% is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

Local Government Rates & Charges

A calculation of the equivalent rates and charges payable on all Category 1 businesses has been applied to all land assets owned or exclusively used by the business activity.

Loan & Debt Guarantee Fees

The debt guarantee fee is designed to ensure that council business activities face "true" commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and the council's borrowing rate for its business activities.

(ii) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statement of Business Activities.

(iii) Return on Investments (Rate of Return)

The Policy statement requires that councils with Category 1 businesses "would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field". Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return achieved is disclosed for each of Council's business activities on the Income Statement.

Notes to the Special Purpose Financial Reports

for the financial year ended 30 June 2012

Note 1

The Rate of Return on Capital is calculated as follows:

**Operating Result before Capital Income
+ Interest Expense**

**Written Down Value of I,PP&E as at 30
June**

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 3.04% at 30 June 2012.

(iv) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses or to any external entities.

INDEPENDENT AUDITORS' REPORT

for the year ended 30 June 2012

SPECIAL PURPOSE FINANCIAL STATEMENTS

REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying **special purpose financial statements** of **Warringah Council**, which comprises the Balance Sheet as at 30 June 2012, Income Statement for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Councillors and Management.

Responsibility of Council for the Financial Statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with the Local Government Act 1993 and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial statements, are appropriate to meet the financial reporting requirements of the Division of Local Government. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion, the special purpose financial statements of the Council are presented fairly in accordance with the requirements of those applicable Accounting Standards detailed in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the financial reporting requirements of the Division of Local Government. As a result, the financial statements may not be suitable for another purpose.

HILL ROGERS SPENCER STEER



G V STEER
Partner

Dated at Sydney this 29th day of August 2012

Warringah Council

SPECIAL SCHEDULES

for the year ended 30 June 2012

*Leading our community
Protecting our environment
Creating our future*



SPECIAL SCHEDULES

for the financial year ended 30 June 2012

CONTENTS	PAGE
Special Schedules¹	
- Special Schedule No. 1	75
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¹ Special Purpose Schedules are not audited.

BACKGROUND

(i) These Special Schedules have been designed to meet the requirements of special purpose users such as the:

- NSW Grants Commission
- Australian Bureau of Statistics (ABS),
- Department of Premier & Cabinet, Division of Local Government (DLG).
- Department of Environment, Climate Change and Water (DECCW)

(ii) The financial data is collected for various uses including;

- the allocation of Financial Assistance Grants,
- the incorporation of Local Government financial figures in national statistics,
- the monitoring of loan approvals,
- the allocation of borrowing rights, and
- the monitoring of specific service financial activities

SPECIAL SCHEDULES

for the financial year ended 30 June 2012

Special Schedule No. 1 - Net Cost of Services

\$'000	Expenses from continuing operations	Income from continuing operations (non capital)	Income from continuing operations (capital)	Net Cost of Services
Function or Activity				
Governance	4,683	53	-	(4,630)
Administration	40,781	4,507	3,710	(32,564)
Public Order and Safety				
Fire Service Levy, Fire protection, Emergency Services	388	378	-	(10)
Beach Control	360	22	-	(338)
Enforcement of Local Govt Regs	1,504	2,277	-	773
Animal Control	159	34	-	(125)
Other	230	-	-	(230)
Total Public Order and Safety	2,641	2,711	-	70
Health	524	147	-	(377)
Environment				
Noxious Plants and Insects/ Vermin Control	771	103	-	(668)
Other Environmental Protection	4,466	473	135	(3,858)
Solid Waste Management	12,741	17,447	-	4,706
Street Cleaning	768	4	-	(764)
Drainage	439	3	-	(436)
Stormwater Management	2,571	362	-	(2,209)
Total Environment	21,756	18,392	135	(3,229)
Community Services and Education				
Administration & Education	2,458	1,436	-	(1,022)
Social Protection (Welfare)	-	-	-	-
Aged Persons & Disabled	212	91	-	(121)
Childrens Services	4,039	4,333	-	294
Total Community Services and Education	6,709	5,860	-	(849)
Housing and Community Amenities				
Public Cemeteries	-	-	-	-
Public Conveniences	-	-	-	-
Street Lighting	2,380	348	-	(2,032)
Town Planning	5,881	1,893	-	(3,988)
Other Community Amenities	-	-	-	-
Total Housing and Community Amenities	8,261	2,241	-	(6,020)
Water Supplies	-	-	-	-
Sewerage Services	-	-	-	-

SPECIAL SCHEDULES

for the financial year ended 30 June 2012

Special Schedule No. 1 - Net Cost of Services (continued)

\$'000	Expenses from continuing operations	Income from continuing operations (non capital)	Income from continuing operations (capital)	Net Cost of Services
Function or Activity				
Recreation and Culture				
Public Libraries	4,249	320	270	(3,659)
Community Centres and Halls	1,437	943	-	(494)
Performing Arts Venues	3,166	1,618	-	(1,548)
Other Cultural Services	1,070	97	-	(973)
Sporting Grounds and Venues	4,498	326	-	(4,172)
Swimming Pools	3,834	1,950	-	(1,884)
Parks and Gardens (Lakes)	3,540	273	-	(3,267)
Other Sport and Recreation	-	-	-	-
Total Recreation and Culture	21,794	5,527	270	(15,997)
Fuel and Energy				
	-	-	-	-
Mining, Manufacturing and Construction				
Building Control	3,286	1,324	-	(1,962)
Other Mining, Manufacturing & Construction	-	-	-	-
Total Mining, Manufacturing and Construction	3,286	1,324	-	(1,962)
Transport and Communication				
Urban Roads (UR) - Local	5,793	1,991	-	(3,802)
Bridges on RU - Local	-	-	-	-
Total Transport and Communication	5,793	1,991	-	(3,802)
Economic Affairs				
Other Economic Affairs	18,119	18,200	-	81
Total Economic Affairs	18,119	18,200	-	81
TOTALS - FUNCTIONS	134,347	60,953	4,115	(69,279)
General Purpose Revenues⁽²⁾	-	77,639	-	-
Share of interests - joint ventures & associates using the equity method⁽¹⁾	-	378	-	-
NET OPERATING RESULT FOR YEAR⁽¹⁾	134,347	138,970	4,115	8,738

Notes: ⁽¹⁾ Includes: Rates & Annual Charges (incl. Ex Gratia), Untied General Purpose Grants & Interest on Investments (excl. Restricted Assets)

SPECIAL SCHEDULES

for the year ended 30 June 2012

Special Schedule No. 2(a) Statement of Long Term Debt (all purpose)

Classification of Debt	\$'000			New Loans raised during the year	Debt redemption during the year		Transfers to Sinking Funds	Interest applicable for Year	Principal outstanding at the end of the year		
	Principal outstanding at beginning of the year				From Revenue	Sinking Funds			Current	Non Current	Total
	Current	Non Current	Total								
Loans (by Source)											
Commonwealth Government	-	-	-	-	-	-	-	-	-	-	-
Treasury Corporation	-	-	-	-	-	-	-	-	-	-	-
Other State Government	-	-	-	-	-	-	-	-	-	-	-
Public Subscription	-	-	-	-	-	-	-	-	-	-	-
Financial Institutions	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
Total Loans	-	-	-	-	-	-	-	-	-	-	-
Other Long Term Debt											
Ratepayers Advances	-	-	-	-	-	-	-	-	-	-	-
Government Advances	-	-	-	-	-	-	-	-	-	-	-
Finance Leases	574	508	1,082	330	647	-	-	82	491	274	765
Deferred Payments	-	-	-	-	-	-	-	-	-	-	-
Total Long Term Debt	574	508	1,082	330	647	-	-	82	491	274	765
Total Debt	574	508	1,082	330	647	-	-	82	491	274	765

Notes: Excludes (i) Internal Loans & (ii) Principal Inflows/Outflows relating to Loan Re-Financing.

This Schedule is prepared using the Face Value of debt obligations, rather than Fair Value (as per the GPFR's).

Special Schedule No. 2(b) Statement of Internal Loans (Section 410(3) LGA 1993)

\$'000

Summary of Internal Loans

Borrower (by purpose)	Amount originally raised	Total repaid during the year (Principal & Interest)	Principal Outstanding at end of year
General	-	-	-
Domestic Waste Management	-	-	-
Other	-	-	-
Totals	-	-	-

Note: The summary of Internal Loans (above) represents the total of Council's Internal Loans categorised according to the borrower.

Details of Individual Internal Loans

Borrower (by purpose)	Lender (by purpose)	Date of Minister's Letter	Date Raised	Term (years)	Dates of maturity	Rate of Interest	Amount Originally raised	Total repaid during year (Principal and Interest)	Principal Outstanding at end of year
Totals							-	-	-

SPECIAL SCHEDULES

as at 30 June 2012

Special Schedule No. 7 Condition of Public Works

\$'000											
Asset Class	Asset Category	Depn Rate (%)	Depn Expense \$	Cost	Valuation	Accumulated Depreciation, Amortisation and Impairment	Carrying Amount (WDV)	Asset Condition#	Estimated cost to bring to a satisfactory standard ⁽¹⁾	Required ⁽²⁾ Annual Maintenance	Current ⁽³⁾ Annual Maintenance
		per Note 1	per Note 4		per Note 9				per Section 428		
Buildings	Poor	1.00%	15	-	1,514	567	947	Poor	757	30	29
	Fair	1.00%	58	-	5,538	2,653	2,885	Fair	2,193	184	184
	Average	1.00%	160	-	16,324	8,177	8,147	Average	3,241	805	838
	Good	1.00%	1,734	-	176,351	71,881	104,470	Good	-	681	688
	Excellent	1.00%	223	-	22,682	6,107	16,575	Excellent	-	50	14
			2,190	-	222,409	89,385	133,024		6,191	1,750	1,753
Public Roads	Poor	1.00%	34	-	3,914	979	2,935	Poor	783	235	17
	Fair	1.00%	9	-	1,077	516	561	Fair	108	43	5
	Average	1.00%	509	-	57,952	16,432	41,520	Average	2,897	580	799
	Good	1.00%	1,481	-	168,667	21,048	147,619	Good	-	843	890
	Excellent	1.00%	1,547	-	176,159	27,359	148,800	Excellent	-	528	427
			3,581	-	407,769	66,334	341,435		3,788	2,229	2,138
Other Structures	Poor	1.00%	2	-	193	75	118	Poor	78	39	35
	Fair	1.00%	15	-	1,832	607	1,225	Fair	366	183	170
	Average	1.00%	99	-	11,829	3,076	8,753	Average	950	475	440
	Good	1.00%	265	-	31,787	3,957	27,830	Good	-	79	74
	Excellent	1.00%	129	-	15,429	987	14,442	Excellent	-	39	36
			509	-	61,070	8,702	52,368		1,394	815	755
Drainage Works	Poor	1.00%	30	-	2,889	1,618	1,271	Poor	2,881	10	6
	Fair	1.00%	12	-	1,195	451	744	Fair	591	20	1
	Average	1.00%	339	-	32,931	14,162	18,769	Average	3,281	150	160
	Good	1.00%	2,643	-	256,650	74,290	182,360	Good	-	605	618
	Excellent	1.00%	429	-	41,694	7,546	34,148	Excellent	-	20	19
			3,453	-	335,359	98,067	237,292		6,753	805	804
Total - All Assets			9,733	-	1,026,607	262,488	764,119	-	18,126	5,599	5,450

Notes:

- (1) Satisfactory refers to estimated cost to bring the asset to a satisfactory condition as deemed by Council. It does not include any planned "enhancement(s)" to the existing asset.
- (2) Required Annual Maintenance is what should be spent to maintain assets in a satisfactory standard.
- (3) Current Annual Maintenance is what has been spent in the current year to maintain assets.

SPECIAL SCHEDULES

for the financial year ended 30 June 2012

Special Schedule No. 8 Financial Projections

\$ million	Actual ⁽¹⁾ 11/12	Forecast 12/13	Forecast 13/14	Forecast 14/15	Forecast 15/16
(i) RECURRENT BUDGET					
Income from continuing operations	143	156	165	170	179
Expenses from continuing operations	134	143	147	163	168
Operating Result from Continuing Operations	9	13	18	7	11
(ii) CAPITAL BUDGET					
New Capital Works ⁽²⁾	10	11	22	20	14
Replacement/Refurbishment of Existing Assets	19	20	21	19	17
Total Capital Budget	29	31	43	39	31
Funded by:					
– Loans	-	-	-	-	-
– Asset sales	-	-	-	-	-
– Reserves	11	15	23	15	20
– Grants/Contributions	3	2	2	2	2
– Recurrent revenue	7	3	8	12	2
– Other	8	11	10	10	7
	29	31	43	39	31

Notes:

⁽¹⁾ From 2011/2012 Income Statement.

⁽²⁾ New Capital Works are major non-recurrent projects, eg new Leisure Centre, new Library, new Swimming pool etc.



City in Late Afternoon: Duncan Staples - Warringah Art Exhibition entrant



State of Environment Report 2010-2012

End of Term Report 2010-2012

State of Environment Report 2010-2012

State of Environment Report 2010-2012

This State of Environment Report (SOE) outlines progress towards achieving our environmental objectives, as they are outlined in the Strategic Community Plan (SCP). Its purpose is to report to the community in an integrated way on a range of strategies and programs for both the natural and built environment. This report and Council's recent Environmental Sustainability Strategy 2012 mainstream the Council's environmental reporting, enabling a better focus on achieving these objectives.

Since 2006 regional SOE reports were prepared by The Shore Regional Organisation of Councils (SHOROC). With different statutory requirements, they covered the environmental sectors of air, water, land, biodiversity etc. Regional reporting will continue in SHOROC's new Health of the Region Reports, including the condition of the environment, starting in 2012.

New Statutory Requirements

Amendments to the NSW Local Government Act 1993 (assented to on 1 October 2009) reformed the way councils in NSW prepare and report on strategic/corporate plans and budgets. The changes align the SOE to environmental objectives in the community strategic plan.

Warringah implemented the new framework on 22 June 2010 when it adopted the Strategic Community Plan 2010. As a result this report covers a two year period from 1 July 2010 to 30 June 2012.

In accordance with S428A of the Local Government Act this report:

- Updates trends in each environmental indicator
- Identifies all major environmental impacts (being events and activities that have a major impact on environmental objectives).

A New Format

The report is framed around 8 goals and 15 environmental strategies from the SCP. Some goals have a primary focus on the sustainability of the natural or built environment (1.1, 1.2 and 3.2), while for others it is a secondary consideration. Each is outlined in the tables following, along with the indicators, level of Council's influence and progress over the last two years.

Progress for each indicator is shown as:




Movement towards sustainability



Stable (no change)



Movement away from sustainability

The tables give a snapshot of the achievements and future directions. More detail is available in the Annual Report for each strategy, indicators and their trends (Section 3). In Section 4 the key contributing service areas and programs are highlighted with this SOE icon . As the SOE Report covers two years, any key programs from 2010-2011 are included in this Appendix, rather than the body of the Annual Report 2011-2012.

A Practical Approach

Across the 15 environmental strategies, Council has a moderate to high level of influence over 10 indicators. For others, it has only the ability to educate the community or influence stakeholders. So a practical approach is used to develop the initiatives, selecting from a range of tools to suit the nature of each goal, e.g.:

- Legislation and enforcement
- Strategies, policies and plans
- Science, research and best practice
- On-ground works
- Education, community engagement and advice
- Partnerships with other councils, agencies, researchers and volunteers.

Overall Progress

Overall there is good progress made against most of our environmental objectives over the last 2 years. The only notable impediments relate to the role and timing of the State government in urban planning, with implications for our LEP and Housing Strategy, and the region's infrastructure planning (Goal 3.2) and transport planning (Goal 3.3). Goal 5.2 also shows that Council's total energy use is slightly elevated, partly due to increased use in some of our operations and also a result of energy provision for street lights over which we have little control.




The overall success in relation to these goals results from systematic and innovative approaches, effective partnerships and focussed delivery on quality projects. A number of Council's sustainability projects have also received industry recognition or awards listed on page 9. Council continues to build on these achievements, with recent initiatives or ongoing programs for each goal.



Fish Flies at the Quarry: Eunice McAlister - Warringah Art Exhibition entrant

State of Environment Report 2010-2012

Living Environment

Goal 1.1 Protecting the natural environment so it is healthy and diverse – page numbers 38-41				
Strategy	Indicator	Influence level	Progress	Key Services
I.1.1 Maintain the diversity of natural environments at their current levels or better	Health of bushland	Moderate	 Over 5 years	Natural Environment Parks Reserves and Foreshores
I.1.2 Manage Warringah's catchments, waterways and marine environments in a sustainable way	Water quality	Low		Roads Traffic and Waste Strategic Planning Good Governance
I.1.3 Ensure Council is recognised as a leader in corporate sustainability	Environmental friendliness plus awards	Moderate-High		

Notable progress and any impediments

Warringah has over 3,000 hectares of remnant vegetation outside of National Parks, of which some 60% has very high conservation significance. Around 66% of the bushland is private land or unreserved crown land in which vegetation clearing is possible, the remaining 34% is crown or Council reserves. Over the last five years around 48 hectares of bushland has been lost to clearing. Despite this net loss, there have been significant achievements including:

- Bush regeneration of 700 hectares, plus an additional 30 hectares by Friends of the Bush volunteers.
- Threatened Species finds and recovery affecting 11 threatened species.
- On-ground achievements in managing fire regime, weeds and feral species.
- Increased protection of habitats through Wildlife Protection Areas, fencing and stabilising tracks and creek banks.
- Developed the draft Warringah Biodiversity Conservation Study 2011 (WBCS) and community briefing.
- Council's planning controls seek to direct loss away from areas of higher conservation value.

Water quality for swimming suitability rates as good or very good at all beaches and Manly Dam, though Birdwood Park at Narrabeen Lagoon entrance is rated as poor during wet weather. Overall Council has achieved its target to maintain the current high level of quality, resulting from a more holistic approach and effective partnerships with Pittwater and Manly Councils, Sydney Water, NSW agencies and the community.

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

- Protection of Waterways and Riparian Land Policy adopted and being implemented.
- Lagoon and flood studies, research, remediation, Plans of Management and catchment projects.
- Work on stormwater systems including maintenance of existing assets; renewal and upgrades of poor condition or undersized assets and construction of new stormwater infrastructure for flood reduction
- Coastal Erosion Emergency Action Subplan adopted; Beach nourishment with 48,000 m³ of sand to Collaroy-Narrabeen (over 36,000 m³ from the entrance clearance plus 11,800 m³ from development sites).
- Regulatory patrols of Long Reef Aquatic Reserve with National Parks and Wildlife Service and Fisheries and ongoing support for frequent biodiversity monitoring and education conducted by volunteer groups.

Survey results continue to show improvement in the community's satisfaction with the environmental friendliness of our operations. Various Council projects have been recognised through sustainability awards or commendations – page 9. We also adopted Warringah's Environmental Sustainability Strategy, and SHOROC's 'Shaping our Sustainable Future' - a regional 4-year action plan on sustainability.

Ongoing improvements planned

Biodiversity: The WBCS will help prioritise the management of bushland and other vegetation, by focussing on their conservation value and threats. Long term bushland regeneration will seek to maintain good areas and enhance the habitat value of those with moderate conservation value.





Aquatic environments: Both Warringah and Pittwater Councils continue to work with Sydney Water and residents to improve Narrabeen Lagoon's water quality. Warringah is focussing on the ecological health of all our lagoons, collaborating with the NSW Office of Environment and Heritage (OEH) to implement the NSW Estuaries Monitoring, Evaluation and Reporting (MER) program. Applying standard monitoring methods is a scientifically sound basis for developing catchment-scale models, observing trends and comparing with other estuaries. An annual report card will be produced in collaboration with OEH, enabling comparison with OEH estuary health guidelines and with other NSW estuaries. We are also participating in two key research programs along with partner organisations on beach erosion and Cities as Water Supply Catchments.



Water quality is consistently good at Manly Dam and all beaches

State of Environment Report 2010-2012

Living Environment

Goal 1.2 Living in harmony with our environment – page numbers 42-47				
Strategy	Indicator	Influence level	Progress	Key Services
1.2.1 Ensure Warringah's community is recognised as a leader in sustainable living practices	Community water use (aim to reduce)	Low		Natural Environment Parks Reserves and Foreshores Roads Traffic and Waste
	Community electricity use (aim to reduce)	Low		
1.2.2 Build capacity to reduce carbon emissions, increase renewable energy production, increase water saving & catchment management, respond to & reduce the impacts of climate change, enhance sustainability practices	Community waste and recycling (aim to reduce)	Low		Strategic Planning Good Governance
	Air quality complaints (aim to reduce)	Low		

Notable progress and any impediments

Water and energy consumption by residents has reduced while business use is static. Renewable energy is growing, now with 5.8MW generation capacity of roof top photovoltaics to export energy to the grid. Government incentives or pricing have also contributed to energy-related achievements.

Air quality complaints increased overall in the last 2 years, reflecting increasing community knowledge about reporting breaches, though these complaints did reduce in the last year. The amount of waste sent to landfill per capita has reduced. Over the last 2 years some 730 tonnes of e-waste has been received and diverted for recycling. The percentage of recycling also continues to improve, and now stands at 56% of all waste. Annual vegetation recycling has increased by almost 38% since the introduction of a fortnightly service using wheelie bins in July 2009.

Key Council programs that have built community capacity to live sustainably include:

- Education for Sustainability events with 1,500 residents involved and 2,000 trees planted
- Hilltop to Headland Environmental Series, educating nearly 7,000 people
- Completed the 'Narrabeen Lagoon: Creating a Sustainable Catchment' project with Pittwater Council, an holistic 3-year project funded by a \$1.9 million grant from the NSW Environmental Trust

- Kimbriki EcoHouse and Garden programs
- Established Warringah's first community garden at Manly Vale
- Waste education of over 10,400 people at 130 events in the last 2 years. Key programs included the Garage Trail Sale, Second Hand Saturday, Household Chemical Cleanup, Fridge Buy Back, Waste to Art, Brush up on your Recycling and schools education
- Twelve new waste recycling stations; and regular chemical cleanouts
- E-Waste ban and campaign with SHOROC, recognised by Excellence in the Environment Waste Avoidance Award 2010 – highly commended
- Love Food Hate Waste campaign - runner up for Environmental Education Award 2012

Council has also initiated programs to responded to climate change including:

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

Ongoing improvements planned

Warringah's Environmental Sustainability Strategy

adopted in June 2012 demonstrates our commitment in taking a lead role in sustainability. It identifies six key outcome areas to transition Warringah to more sustainable living and working, with targets to cut carbon emissions by 40%, food waste by 80% and increase local food production and distribution by 50% by the year 2020. See page 21 for more on this strategy.

Regional Efforts


- **Shaping our Sustainable Future:** Council also supports efforts at a regional level through SHOROC's sustainability action plan, including energy, waste, water, development, transport and climate change.
- **Regional Waste Collection Strategy** was adopted by Council and exhibited on Your Say Warringah in January 2012. This strategy details a simplified collection system which will increase recycling and reduce waste to landfill by composting food waste with vegetation.
- **Kimbriki's Resource Recovery Project** will introduce new processes to supplement existing operations. The new recycling and waste processing facility, planned for 2014-2015, will turn food and vegetation waste into compost which can then be sold as environmentally-friendly products.



Education for Sustainability at Brookvale Show

State of Environment Report 2010-2012

Living Spaces

Goal 3.1 Safe and well maintained public spaces that reflect community needs – page numbers 64-69				
Strategy	Indicator	Influence level	Progress	Key Services
3.1.2 Provide recreational access to natural areas while ensuring the sustainability of the natural environment	Satisfaction with parks and recreation	High		Natural Environment Parks Reserves and Foreshores Roads Traffic and Waste Corporate Support Good Governance

Notable progress and any impediments

Satisfaction with parks and recreation has continued to improve over the last two years.

Recreational access to natural areas has improved to cater for walking, cycling, horse riding and the disabled. These works are environmentally-sensitive with suitable materials such as crushed sandstone or boardwalks, and designed to minimise future problems from ponding, erosion and weed invasion. Where possible they have improved durability, safety, wildlife movement, disabled access and links with facilities and networks. Stage 1 of the Narrabeen Lagoon Multi-use Trail received the Sydney Greenspace award for its environmental sensitivity, quality design and accessibility.

In keeping with the needs of the environment and other users, Council decided not to proceed with a trial of dog swimming at Curl Curl beach, but supported a range of improvements to the nearby dog exercise area. Dogs can still be exercised off the leash at 12 areas in Warringah, including a swimming area at Curl Curl Lagoon.

Shared trails are being extended to provide a route around Narrabeen Lagoon starting with the multi-use trail (about 1,000 m), linking to the new South Creek cycleway (2,600 m) to new paths at Dee Why Creek (400 m) and on to Dee Why Lagoon and beach. Jamieson Park was improved with better paths and links (300 m), new barbeques and restoration of 1 km of trail. Tracks, paths and a boardwalk also connected the regional Greenlink Track and Bicentennial Coastal walk at Long Reef Headland, by Fishermans Beach and onto other local reserves (200 m). Access around Curl Curl Lagoon was improved by connecting new paths (330 m) with trails to the beach.

Trail condition and management at Manly Dam has been improved, including a new 50m boardwalk and an 8km Aboriginal self-guided walk with interpretive signage and accompanying map. The track is also now closed to mountain bikes in wet weather to preserve its condition. Research into mountain biking is assisting to plan appropriate opportunities for this growing sport in Warringah, in partnership with users, other Councils and National Parks. Horse Trails have improved through research and partnership with the community, with \$260,000 spent over the last two years to connect routes in Terrey Hills/Duffys Forest area.

Ongoing improvements planned

Continuing initiatives include:

- Continuation of the Narrabeen Lagoon Multi-use Trail (Section 2).
- Implementation of Bike Plan, Pedestrian Access and Mobility Plan, and Multi-use Trails Strategy.
- Planning for mountain biking opportunities: Our recently adopted Mountain Biking Research and Directions paper identified opportunities for new tracks and linkages. This aims to increase the number and quality of authorised trails, and take pressure off bushland areas from unauthorised trail access. The popularity of off road cycling continues to grow, and improving the network of trails depends on further research and agreement of other land owners and managers.



Narrabeen Lagoon Multi-use Trail Stage 1

State of Environment Report 2010-2012

Living Spaces

Goal 3.2 Socially and environmentally responsible urban development – page numbers 70-71				
Strategy	Indicator	Influence level	Progress	Key Services
3.2.2 Ensure housing development is sensitive to the natural and built environments	No indicator The goal is subjective and changes occur over a long period of time	Moderate-High	The progress is based on strategic programs achieved	Compliance Services Natural Environment Parks Reserves and Foreshores Strategic Planning Good Governance
3.2.3 Ensure buildings and landscaping are suitable for their immediate environment and reflect community values				
3.2.5 Ensure ESD principles are incorporated and prioritised in planning strategies/ policies				
3.2.6 Plan appropriately for future developments with a focus on working towards the reduction of emissions and resources consumption, including water, in our suburbs				

Notable progress and any impediments

It is difficult to quantify achievement against this goal because what counts as 'responsible development' is largely subjective and also such changes only occur over a long period of time. However, Council's planning and development strategies and its policies are designed to guide development in Warringah towards greater social and environmental sustainability.

These include Warringah's new Local Environmental Plan 2011 (LEP) and Development Control Plan 2011. A notable impediment was that the State government excluded lands in Oxford Falls Valley and Belrose North from the new LEP 2011, which leaves Warringah with two operating LEPs at present.

Work commenced on a new Housing Strategy for Warringah. In June 2011 Council resolved to withdraw the draft housing strategy and undertake no further work on it until the new State government confirms Warringah's dwelling target of 10,300 and provides a commitment to funding additional infrastructure to support the new development.

Other initiatives have included:

- Heritage Plan
- Commenced the review of the Warringah Public Spaces Design Guidelines

- Compliance enforcement with building approvals and sediment and erosion control
- Commenced the Dee Why Urban Form Study and Dee Why Masterplan review, including water sensitive urban design. Designs for upgraded stormwater capacity to address flooding risks.
- Masterplanning for North Narrabeen coastline, Collaroy Accessibility Precinct and surf club upgrade
- Research into Cities as Water Supply Catchments
- Coastal Erosion Emergency Action Subplan adopted
- Flood studies of Manly and Narrabeen Lagoons completed
- Protection of Waterways and Riparian Land Policy completed

Ongoing improvements planned



- **Warringah LEP excluded lands:** Council is working with the Department of Planning and Infrastructure to decide the future of these environmentally sensitive lands, and ensure a consistent planning instrument applies across Warringah to assist in streamlining the planning system.
- **Warringah Housing Strategy:** The Metropolitan Plan from the previous State government is under review, with an updated Plan due in 2013. This will detail housing and employment growth targets in Sydney, with housing likely to focus in greenfield sites and metropolitan areas well-served by public transport.
- **Dee Why Town Centre Master Plan Review:** A review of the master plan for Dee Why is underway, encompassing an extended area from Dee Why RSL in the north to Stony Range Reserve in the south. Several design options are under development for discussion with the community in late 2012.



Dee Why Town Centre Masterplan area

State of Environment Report 2010-2012

Living Spaces

Goal 3.3 Safe, convenient and accessible transport options – page numbers 72-75				
Strategy	Indicator	Influence level	Progress	Key Services
3.3.1 Create efficient movement networks which support and encourage walking and cycling, integrated with adequate green spaces	Mode of transport – walk & cycle	Moderate	 Over 5 years	Natural Environment Parks Reserves and Foreshores Roads Traffic and Waste Strategic Planning
3.3.2 Integrated land use and transport planning to provide convenient transport services and efficient movement around Warringah resulting in reduced demand for travel in private cars	Mode of transport – car use	Low	 Over 5 years	Corporate Support Good Governance

Notable progress and any impediments

Census figures show that since 2001 there has been an increase in the proportion of residents using public transport, predominantly buses. Data from the Bureau of Transport Statistics shows a marked increase in active transport such as walking and cycling. There is still however a high reliance on private motor vehicles at about 75% in 2011, though it did drop 2% due to an apparent increase in car pooling (as passenger trips increased from 25% in 2007 to 28% in 2011).

Improvements to trails and connections that have enhanced walking, cycling, horse riding and disabled access is outlined Goal 3.1. Improvements to footpaths and cycleways are guided by our Bike Plan and Pedestrian Access and Mobility Plan (PAMP). In the last 2 years Council has completed 7.1 km of new footpaths, 4.5 km of repaired or renewed footpaths and over 13 km of new cycleways. Collaboration between several services has ensured that these initiatives are coordinated and aligned to enhance access to natural and green spaces. The Strand Dee Why streetscape was upgraded for pedestrian and dining use, linking with the beach, playground and lagoon areas. New green spaces have also been created, linking with pedestrian/cycle networks at Green Street Brookvale, Dumic Place Cromer and the Community Garden at Manly Vale.

A range of programs have contributed to Integrated landuse and transport planning including:

- Warringah Local Environmental Plan 2011 and Development Control Plan 2011
- Masterplan review for Dee Why Town Centre
- Brookvale/Dee Why Major Centre Transport and Accessibility Study
- SHOROC strategies and plans addressing transport – Shaping our Future, and Shaping Our Sustainable Future
- Ongoing discussions with State government on transport and infrastructure needs, including feasibility study for Bus Rapid Transit.
- Environmental Sustainability Strategy

Ongoing improvements planned


- **Local networks:** Continuing with priority works in the Warringah Bike Plan (2010) and Pedestrian Access and Mobility Plan (PAMP) 2011.
- **Warringah Sustainable Transport Strategy:** Currently under preparation, this strategy will complement the SHOROC Regional Strategy and will seek to increase the proportion of travel trips in Warringah that are undertaken by foot, bicycle or public transport.
- **Transport Master Plan:** The NSW Government is developing a new long term Transport Master Plan, due for release in 2012-2013. This will detail how they will tackle the transport priorities for NSW. The four SHOROC councils have agreed that this region's construction priorities are a bus rapid transit system and targeted road upgrades for our major arteries. Council will continue to urge the government to commit funds for immediate construction of this critical infrastructure in the new Masterplan.



Council has recently constructed more than 13 km of new cycleways

State of Environment Report 2010-2012

Living Spaces

Goal 3.4 Well maintained public infrastructure that supports sustainable living – page numbers 76-78				
Strategy	Indicator	Influence level	Progress	Key Services
3.4.1 Provide infrastructure that serves current and future community needs, shares the benefits and costs equitably and supports a healthy and sustainable environment	Asset renewal ratio	High		Natural Environment Parks Reserves and Foreshores Roads Traffic and Waste Strategic Planning Warringah Aquatic Centre Corporate Support

Notable progress and any impediments

Since 2009-2010 Council has increased expenditure on renewing existing assets to ensure that they can continue to provide the same level of service for current and future generations. Our annual expenditure on renewing existing assets is well above the level of depreciation as we catchup on a backlog of renewal works. We are one of the few Councils in NSW that is fully funding our asset renewal program.

- Our current Asset Management Plans were developed in 2010, and a draft policy was placed on exhibition in June 2012.

Other initiatives included:

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

Ongoing improvements planned

Council is preparing an Asset Management Strategy and new Asset Management Plans, to ensure we sustainably manage our assets and build upon the practices currently in place.



Repairs to the Warringah Aquatic Centre's roof

Living Enterprises

Goal 4.1 Sustaining a strong local economy that provides employment and training opportunities – page numbers 82-85				
Strategy	Indicator	Influence level	Progress	Key Services
4.1.7 Develop strategies, policies and incentives to attract and encourage the creation and establishment of green jobs and industries	No indicator The goal is subjective and changes occur over a long period of time	Moderate	The progress is based on strategic programs achieved	Strategic Planning Good Governance

Notable progress and any impediments

Warringah has worked with Pittwater Council to establish local and regional economic development programs. Initiatives included a workshop for 70 businesses on opportunities for local industry growth, including green industries, in partnership with Regional Development Australia. Warringah's Economic Development Plan was adopted in October 2011, to support and promote sustainable economic development for existing and new business, and generate jobs growth. It supports the growth of business hubs and clusters while attracting green, clean and innovative businesses. Additional programs that addressed this goal include: Brookvale Employment Lands Study, Dee Why Town Centre Masterplan review, and ongoing green jobs provided through our bush regeneration program.




Ongoing improvements planned

Warringah Economic Development Plan: Through the Plan we will implement a range of action-based local and regional business activities and partnered initiatives over a four-year timetable.



State of Environment Report 2010-2012

Living Organisation

Goal 5.2 An innovative and progressive organisation – page numbers 98-101				
Strategy	Indicator	Influence level	Progress	Key Services
5.2.6 Set in place strategies and policies aiming to reduce as much as possible carbon emissions and resource consumption and minimise the overall ecological footprint of Council operations	Corporate energy use (aim to reduce)	High		Cultural Services Natural Environment
	Corporate water use (aim to reduce)	High		Roads Traffic & Waste Good Governance
	Renewable energy use (aim to increase)	High		Corporate Support

Notable progress and any impediments

Energy and water usage for all Council operations includes Warringah Aquatic Centre, libraries, community and childcare centres and other facilities (but excludes street lights). Water consumption fell over the last two years largely due to action on repairing leaks in several sites. Warringah Aquatic Centre is profiled as a high-achiever in Sydney Water's Best Practice Guidelines for Water Management in Aquatic Leisure Centres (2011), highlighting practices that have reduced its water consumption by 65%.

Our goal is to reduce our energy use – in the last 2 years our total energy use has increased by 0.7%, though has decreased by 1.2% per capita as our population has grown. The increases are primarily from the Dee Why library, Warringah Aquatic Centre and Cromer Depot. Some 9,000 street lights, over which we have no control, account for over half Council's energy bill. In partnership with other councils we have influenced Ausgrid to adopt more energy efficient technologies for streetlights in future, to reduce their operating cost and greenhouse emissions.

The percentage of GreenPower that Council purchases has steadily grown to 9% of all energy use. In addition, Council generates its own solar power from over 50 kW of photovoltaic panels at Brookvale Oval and Children's Centre, several community centres, Forestville Library and South Curl Curl surf club. It is also our standard practice to install solar hot water systems for any upgrades or new buildings.

Playing fields were upgraded to improve sustainability, water efficiency, landscaping, lighting or multi-use pathways, this includes Cromer Field No. 1, Nolans Reserve at North Manly and Weldon Oval at Curl Curl.

Council's Water and Energy Savings Action Plan has driven efficiencies across our operations. This Plan, coupled with Council's ongoing strategic approach to environmental management, led to the development and recent adoption of Warringah's Environmental Sustainability Strategy.

A new Sustainable Events Policy now directs all of our events and festivals. It guides better practice in terms of waste, water and energy use during events, and also makes a difference in our choices for purchasing, transport, safety, and potential impacts on neighbours and habitats. It is also a guide for other operators who are running events in Warringah.

Some of our innovative projects receiving industry recognition include:

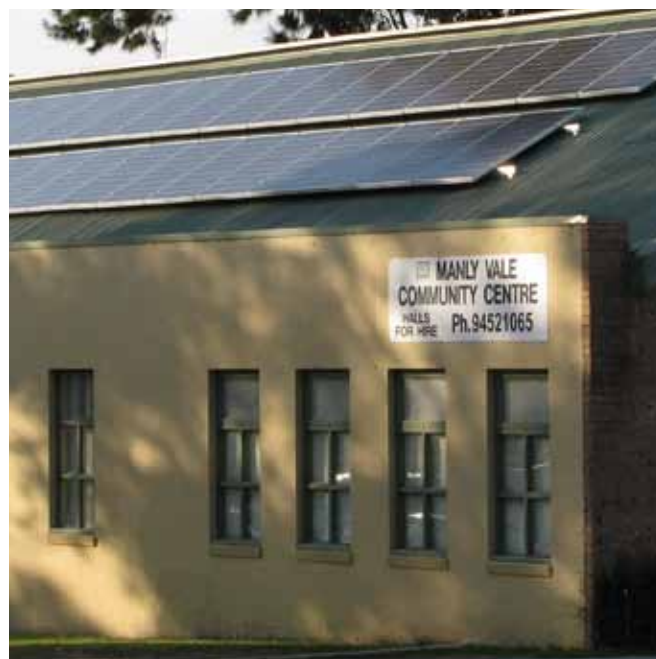
- 2010 Excellence in the Environment Waste Avoidance Award – highly commended – SHOROC e-waste ban and campaign.
- 2011 Sydney Greenspace Award – winner - Stage 1 Narrabeen Lagoon Multi-use Trail for environmental sensitivity, quality design and accessibility.
- 2011 Sustainable Procurement Award – winner - Soy Diesel initiative for Council's diesel fleet, reducing greenhouse gas emissions by 64 tonnes per year.
- 2012 Environmental Enhancement Initiative – Engineering Excellence Award – highly commended – Dee Why environmentally sensitive bioswale (pond and riffle by Dee Why Lagoon).

Further achievements are outlined on page 9.

Ongoing improvements planned

Continuing initiatives include:

- Implementing the Environmental Sustainability Strategy, adopted in June 2012. It demonstrates our commitment in taking a lead role in sustainability and sets ambitious targets. See page 21 for more.
- Updating and implementing the Water and Energy Savings Action Plan for Council operations. This includes funding support that has been offered for solar panels at surf clubs.
- Implementation of Sustainable Events Policy and development of internal procedures.
- Active member of the Street Light Improvement Program to encourage greater use of more efficient and more durable technologies such as LEDs, light emitting plasma and adaptive lighting controls. Trials of LEDs at North Ryde have had encouraging results.



Solar panels at Manly Vale Community Centre

END OF TERM REPORT 2010-2012 COUNCIL ACHIEVEMENTS

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

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

BACKGROUND

New Statutory Requirements

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

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

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

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

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

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

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




Format

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

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

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

The progress for each indicator is shown as one of:

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

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

CONSULTATION

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

Goal 1.1 Indicator: Environmental friendliness

Goal 1.2 Indicator: Air quality complaints received by Council

Goal 2.1 Indicators: Community connectedness and community safety

Goal 2.2 Indicator: Overall satisfaction with Council's performance

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

Goal 4.2 Indicator: Managing the impact of visitors

Goal 5.1 Indicator: Overall satisfaction with Council's performance

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

PROGRESS

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

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

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

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

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

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

PLANNING FOR THE FUTURE

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

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

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

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

Progress and Impediments

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

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

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

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

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

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

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

Programs that have been directed at climate change adaptation include:

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

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

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

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

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

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

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

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

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

Other initiatives have included:

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

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

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

Additional programs that addressed this goal include:

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

Other relevant initiatives include:

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

Other stakeholders

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

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

Progress and Impediments

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

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

Other events included:

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

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

Other initiatives contributing to this goal include:

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

Other stakeholders

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

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

Progress and Impediments

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

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

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

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

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

Other stakeholders

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