



3

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

Community outcomes

Living Environment	38
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ENVIRONMENT

Living

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

Key Services

Compliance Services	106
Kimbriki Environmental Enterprises Pty Ltd	128
Natural Environment	130
Parks, Reserves and Foreshores	134
Roads, Traffic and Waste	138
Warringah Aquatic Centre	148
Corporate Support Services	152
Good Governance	156

Key Contributors

	Advocate	Funder	Service Provider	Regulator	Partner
Warringah Council	•	•	•	•	•
Department of Environment Conservation, Climate Change & Water		•	•	•	•
Environmental groups	•		•		•
Other government agencies and departments		•	•	•	•
Community groups including volunteers			•		•

Our Goals

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

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

I.2 Living in harmony with our environment

Strategy
















- Ensure Warringah's community is a recognised leader in sustainable living practices

Performance against principle activities

Compliance Services

Action	Status
Develop a risk based environmental monitoring program for local industry	 ✓

Natural Environment


Action	Status
Bushfire Review of Environmental Factors (REF) Project	 ✓
Fire Management Access Zone Contracts	 ✓
Manly Lagoon Catchment Environmental Study	
Community Perceptions Survey	 ✓
Warringah's Climate Change Community Engagement Program	 ✓
Narrabeen Lagoon – creating a sustainable catchment project	
Jenkins St, Collaroy – stormwater renewal	
Dee Why CBD – stormwater capacity upgrade	
Griffin Road, Curl Curl – stormwater upgrade	 ✓
Collaroy Stormwater outlet – stormwater capacity upgrade	
21 Ryan Place, Beacon Hill – stormwater works	
Garrie Place (Ilford Rd), Frenchs Forest – stormwater works	 ✓
Emergency stormwater works	
Manly Lagoon Catchment	 ✓
Capital renewal works	 ✓

Performance against principle activities

Warringah Aquatic Centre

Action	Status
Backwash recycling project	 ✓

Corporate Support Services

Action	Status
Rural Fire Service Building – contribution Terrey Hills Tanker Shed addition	 ✓

Good Governance

Action	Status
Develop an Environmental Sustainability Strategy	 ✓

Community sustainability indicators

Health of Bushland	
What do we measure?	Degraded bushland as portion of total area of publicly owned bushland (ha)
Trend	<p style="text-align: center;">Proportion of degraded bushland</p> <p style="text-align: center;">0% 20% 40% 60% 80% 100%</p> <p style="text-align: right;"> ■ Degraded bushland ■ Healthy bushland </p>
<p>This indicator is difficult to report on because of the complexity of the associated science and because changes only occur over a long period of time. From a survey in 2005, we know that Warringah has over 6,000 hectares of bushland in public ownership with approximately 280 hectares of bushland that is degraded. Some may be restored through a long term program of bush regeneration and some may never be restored due to irreversible changes to the environment. * In the near future we will not only reassess the state of our flora, but we will also try and assess the state of our fauna for instance by measuring the number of (endangered) species in the area.</p>	
Desired direction	No further increase in either absolute or relative volume of degraded bushland.

* Warringah Natural Area Survey Vegetation Communities and Plant Species, P and J Smith, 2005

Water Quality †	
What do we measure?	<p>Cleanliness of beaches: water quality at ocean and harbour beaches throughout Warringah - testing for levels of faecal coliform and enterococci bacteria carried out during winter (May - September) and summer (October - April). The sites monitored are North Narrabeen Beach, Birdwood Park, Collaroy Beach, Long Reef Beach, Dee Why Beach, North Curl Curl Beach, South Curl Curl Beach, Freshwater Beach and Davidson Reserve.</p> <p>Manly Dam: the percentage of time each year Manly Dam is suitable for swimming based on result of testing for blue-green algae.</p>
Trend	High and stable.
<p>All beaches except Birdwood Park and Davidson Reserve scored 100% water quality compliance throughout both summer and winter (2008-2009). Poor water quality is generally linked to rain, during and after which pollution from stormwater and sewer overflows into waterways making Warringah's beaches unsuitable for swimming. The sampling at Birdwood Park saw a 97% compliance rate with faecal coliform in summer and 81% enterococci compliance in both summer and winter. Davidson Reserve achieved a 97% and 96% compliance rate respectively for faecal coliform in summer and winter, and 97% and 52% compliance rate respectively for enterococci compliance in summer and winter. **</p> <p>Manly Dam was suitable for swimming 100% of the time this year. This result has been achieved over the last six years and education programs plus minimal rainfall in the catchment has contributed to the success.</p>	
Desired direction	Maintain the current high level of quality.

** Commonwealth Department of Environment, Climate Change and Water

† Note: Data for 2009 - 2010 financial year not available at the time of publication

Community sustainability indicators

Air Quality Complaints											
What do we measure?	Number of air quality complaints received by Council.										
Trend	<table border="1"> <caption>Air Quality Complaints</caption> <thead> <tr> <th>Year</th> <th>Number of Complaints</th> </tr> </thead> <tbody> <tr> <td>2006-07</td> <td>70</td> </tr> <tr> <td>2007-08</td> <td>80</td> </tr> <tr> <td>2008-09</td> <td>89</td> </tr> <tr> <td>2009-10</td> <td>102</td> </tr> </tbody> </table>	Year	Number of Complaints	2006-07	70	2007-08	80	2008-09	89	2009-10	102
Year	Number of Complaints										
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2009-10	102										
<p>Air quality in Warringah is generally good, with sea breezes keeping pollution to a minimum and minimal heavy industry in the area. Since there are no measuring stations in Warringah, we measure this indicator by the complaints received by Council. Some 102 complaints on air quality were received in 2009 - 2010. The number of complaints has steadily increased with 80 and 89 complaints received respectively in 2007- 2008 and 2008 - 2009.</p>											
Desired direction	Decreasing number of complaints										

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 that Council purchases through GreenPower (in GigaJoules).																		
Trends	<table border="1"> <caption>Warringah Council Annual Energy Consumption (GJ)</caption> <thead> <tr> <th>Year</th> <th>GreenPower (GJ)</th> <th>Non-renewable energy (GJ)</th> </tr> </thead> <tbody> <tr> <td>2005-06</td> <td>0</td> <td>~46,000</td> </tr> <tr> <td>2006-07</td> <td>0</td> <td>~46,000</td> </tr> <tr> <td>2007-08</td> <td>~1,000</td> <td>~45,000</td> </tr> <tr> <td>2008-09</td> <td>~2,000</td> <td>~44,000</td> </tr> <tr> <td>2009-10</td> <td>~3,000</td> <td>~43,000</td> </tr> </tbody> </table>	Year	GreenPower (GJ)	Non-renewable energy (GJ)	2005-06	0	~46,000	2006-07	0	~46,000	2007-08	~1,000	~45,000	2008-09	~2,000	~44,000	2009-10	~3,000	~43,000
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<p>Warringah Council first started buying renewable energy in the last quarter of the 2007-2008 financial year. The past two years the usage of GreenPower has been around 6% of all energy used by Council (including street lighting, Council office buildings, Warringah Aquatic Centre and all other council facilities).</p>																			
Desired direction	Increase the percentage of renewable energy usage.																		

Energy and Water Consumption †																																																					
What do we measure?	<p>Energy consumption: the annual amount of energy (gas and electricity) per capita used in Warringah. *</p> <p>Water consumption: the annual amount of water consumed in Warringah, totals by sector and per capita. **</p>																																																				
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<p>Electricity consumption in Warringah has been stable over the last three years, seeing only minor annual variations. Since 2006-2007, per capita consumption has seen a small annual decrease.</p> <p>Water restrictions on the community, changing work practices, installation of more water efficient appliances and rainwater tanks have assisted in driving better water management practices in recent years with a decrease in total and per capita annual water consumption. However, in 2008-09 some 11.6 million kilolitres of water was consumed in Warringah, a 2.7% increase on the 2007-08 result of some 11.3 million kilolitres. This is against the trend of incremental reductions in water consumption each year since 2002-03 where a record 14.6 million kilolitres of water was consumed. Even when allowing for an increase of the population, per capita use was up 1.4%.</p>																																																					
Desired direction	Decreasing energy and water consumption.																																																				

* Source: Energy Australia

** Source: Sydney Water

† Note: Data for 2009 - 2010 financial year not available at the time of publication

Community sustainability indicators

Waste Diverted from Landfill	
What do we measure?	The volume of domestic material collected through Warringah Council's kerbside waste and recycling collection service, and the proportion of recycled waste.
Trend	<div style="text-align: center;"> </div> <p>Our total and per capita domestic waste production has seen a steady increase over the years, with remarkable increases in 2006 - 2007 and 2007 - 2008. In 2008 - 2009 that trend reversed showing a decrease in total domestic waste production.</p> <p>A new vegetation collection system implemented in July 2009 has significantly increased the amount of vegetation collected - by approximately 50% or 4,500 tonnes which accounts for more than the total increase in waste we saw in 2009 - 2010. In this light the increase in waste per capita is a positive outcome. The proportion of waste diverted from landfill (recycling) has increased for the third year in a row and is now at 54.6%.</p>
Desired direction	Continue the recent reversal towards positive trends (less domestic waste per capita and higher proportion of recycling).





COMMUNITIES

Living

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

Key Services

Childcare Services	94
Community and Safety Services	98
Compliance Services	106
Cultural Services	110
Glen Street Theatre	120
Information and Library Services	124
Warringah Aquatic Centre	148
Corporate Support Services	152
Good Governance	156

Key Contributors

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

Our Goals

2.1 Promoting a supportive, caring community

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

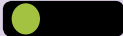
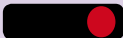

2.2 A transparent, open and trusting relationship between Council and the Community

Strategies

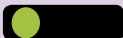

- Increase community understanding of demographics and population change and their effect on community needs and trends
- Provide consistent and effective policies that are understood and supported by the community
- Have a stronger voice for local people in regional, metropolitan, state and federal 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

Performance against principle activities



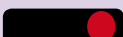

Childcare Services

Action	Status
Brookvale Children's Centre additional 9 places	Deferred
Mobile Occasional Care (Forestville Seniors Centre) investigate softfall condition and upgrade shade/awning from verandah	 ✓
Review Vacation Care Services to ensure sustainability, continuing relevance to community needs, effective compliance auditing and integration with other services	
Brookvale Mobile Occasional Care - 20 additional places	


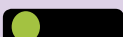

Community and Safety Services

Action	Status
Revise and update Council's Graffiti Management Plan	
Transition to a community capacity building model of service delivery	

Compliance Services

Action	Status
Develop a Food Safety Education Program in consultation with adjoining councils	 ✓
Develop a risk based inspection program for food shops in accordance with new NSW Food Authority Guidelines	 ✓
Review and update Council's Compliance and Enforcement Policy	
Develop a Service Request Policy	

Cultural Services




Action	Status
Review the Cultural Development Grants Program	 ✓
Review the overseas Sister Cities Program	
Implement high priority actions from the Cultural Plan	 ✓

Performance against principle activities

Glen Street Thearte

Action	Status
Implement the KIDSPLAY program	








Information and Library Services

Action	Status
Review the security of the library collection through market testing and if feasible the introduction of a consistent collection-wide Radio Frequency Identification system linked to the Library Management System	 ✓
Library books renewal of book stock	 ✓
Warringah Mall Library signage upgrade	 ✓

Corporate Support Services

Action	Status
Sustainable procurement	 ✓

Good Governance

Action	Status
Complete the Draft Community Buildings Plan of Management	 ✓
Prepare the 2009 Warringah Social Plan	 ✓
Conduct major community consultation – 2009 “Talk of the Town 2”	 ✓
Develop the annual Strategic Community Plan	 ✓
Publish the Annual Report	 ✓
Conduct the Annual Community Survey	 ✓
Review Performance Measures - Strategic and Operational	
Review of the service of the Internal Ombudsman Office	 ✓

Community sustainability indicators

Community Connectedness																										
What do we measure?	Residents' feelings of community connectedness as expressed by participants in the annual Community Survey.																									
Trends	<table border="1"> <caption>Community Connectedness - Mean scores (out of 10)</caption> <thead> <tr> <th>Statement</th> <th>2007</th> <th>2008</th> <th>2009</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td>My neighbourhood is a friendly place to live</td> <td>8.16</td> <td>8.23</td> <td>8.34</td> <td>8.45</td> </tr> <tr> <td>I feel I belong to the community I live in</td> <td>7.85</td> <td>7.73</td> <td>8.04</td> <td>8.06</td> </tr> <tr> <td>I make a contribution to the community I live in</td> <td>7.08</td> <td>7.00</td> <td>7.16</td> <td>7.37</td> </tr> <tr> <td>I mainly socialise in my local area</td> <td>6.98</td> <td>6.99</td> <td>7.00</td> <td>7.16</td> </tr> </tbody> </table>	Statement	2007	2008	2009	2010	My neighbourhood is a friendly place to live	8.16	8.23	8.34	8.45	I feel I belong to the community I live in	7.85	7.73	8.04	8.06	I make a contribution to the community I live in	7.08	7.00	7.16	7.37	I mainly socialise in my local area	6.98	6.99	7.00	7.16
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I make a contribution to the community I live in	7.08	7.00	7.16	7.37																						
I mainly socialise in my local area	6.98	6.99	7.00	7.16																						
There is a strong and still increasing sense of community amongst residents as expressed in the annual Community Survey, based on four separate questions. *																										
Desired direction	Increase community connectedness.																									

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

Aged Care Facilities †																			
What do we measure?	Ratio of aged care places per 1,000 persons aged 70 and over in the North Sydney Region.																		
Trends	<table border="1"> <caption>Operational aged care places per 1,000 persons aged 70 and over</caption> <thead> <tr> <th>Year</th> <th>Northern Sydney</th> <th>NSW</th> </tr> </thead> <tbody> <tr> <td>2004</td> <td>114.8</td> <td>95.8</td> </tr> <tr> <td>2005</td> <td>116.0</td> <td>100.0</td> </tr> <tr> <td>2006</td> <td>118.0</td> <td>103.0</td> </tr> <tr> <td>2007</td> <td>120.0</td> <td>108.0</td> </tr> <tr> <td>2008</td> <td>120.6</td> <td>111.0</td> </tr> </tbody> </table>	Year	Northern Sydney	NSW	2004	114.8	95.8	2005	116.0	100.0	2006	118.0	103.0	2007	120.0	108.0	2008	120.6	111.0
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The ratio of operational places per 1,000 persons aged 70 and over in Northern Sydney has steadily increased over the past few years, from 114.8 in 2004 (95.8 for NSW) to 120.6 in 2008 (111.0 for NSW).* So far, 2009 data have not been published by the Department of Health and Ageing and it is unsure whether these data will become available in the future.																			
Desired direction	We have limited influence on this indicator, and have no way of pinpointing the desired ratio. Arguably, more seniors will prefer independent living arrangements in the future as the overall health of our older age groups improves. This would mean that the ratio could go down.																		

** Source: Commonwealth Department of Health and Ageing

† Note: 2009 - 2010 data not available - it is not clear whether Commonwealth Department of Health and Ageing will be collecting data in this form in the future

Community sustainability indicators

Age Diversity																																																																
What do we measure?	The age structure of the population over time and compared to Metropolitan Sydney.																																																															
Trends	<div style="text-align: center;"> <p>Age distribution in Warringah</p> <table border="1"> <caption>Age distribution in Warringah (Estimated % of total population)</caption> <thead> <tr> <th>Age Group</th> <th>1996</th> <th>2001</th> <th>2006</th> </tr> </thead> <tbody> <tr><td>0-4 years</td><td>6.5</td><td>6.5</td><td>7.0</td></tr> <tr><td>5-14 years</td><td>12.0</td><td>12.5</td><td>13.0</td></tr> <tr><td>15-19 years</td><td>6.5</td><td>6.5</td><td>6.5</td></tr> <tr><td>20-24 years</td><td>7.5</td><td>6.5</td><td>6.0</td></tr> <tr><td>25-34 years</td><td>16.0</td><td>15.5</td><td>14.5</td></tr> <tr><td>35-44 years</td><td>14.5</td><td>15.5</td><td>16.5</td></tr> <tr><td>45-54 years</td><td>13.5</td><td>13.0</td><td>13.0</td></tr> <tr><td>55-64 years</td><td>10.0</td><td>10.5</td><td>11.0</td></tr> <tr><td>65-74 years</td><td>8.0</td><td>7.5</td><td>7.5</td></tr> <tr><td>75-84 years</td><td>5.5</td><td>5.5</td><td>5.5</td></tr> <tr><td>85 years and over</td><td>2.0</td><td>2.5</td><td>2.5</td></tr> </tbody> </table> </div> <div style="text-align: center; margin-top: 20px;"> <p>Age distribution Warringah vs Sydney 2006</p> <table border="1"> <caption>Age distribution Warringah vs Sydney 2006 (Estimated % of total population)</caption> <thead> <tr> <th>Age Group</th> <th>Warringah</th> <th>Sydney</th> </tr> </thead> <tbody> <tr><td>0-19 years</td><td>25.0</td><td>26.0</td></tr> <tr><td>20-34 years</td><td>20.0</td><td>23.0</td></tr> <tr><td>35-54 years</td><td>29.0</td><td>28.5</td></tr> <tr><td>55 years and over</td><td>25.0</td><td>22.5</td></tr> </tbody> </table> </div>	Age Group	1996	2001	2006	0-4 years	6.5	6.5	7.0	5-14 years	12.0	12.5	13.0	15-19 years	6.5	6.5	6.5	20-24 years	7.5	6.5	6.0	25-34 years	16.0	15.5	14.5	35-44 years	14.5	15.5	16.5	45-54 years	13.5	13.0	13.0	55-64 years	10.0	10.5	11.0	65-74 years	8.0	7.5	7.5	75-84 years	5.5	5.5	5.5	85 years and over	2.0	2.5	2.5	Age Group	Warringah	Sydney	0-19 years	25.0	26.0	20-34 years	20.0	23.0	35-54 years	29.0	28.5	55 years and over	25.0	22.5
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25-34 years	16.0	15.5	14.5																																																													
35-44 years	14.5	15.5	16.5																																																													
45-54 years	13.5	13.0	13.0																																																													
55-64 years	10.0	10.5	11.0																																																													
65-74 years	8.0	7.5	7.5																																																													
75-84 years	5.5	5.5	5.5																																																													
85 years and over	2.0	2.5	2.5																																																													
Age Group	Warringah	Sydney																																																														
0-19 years	25.0	26.0																																																														
20-34 years	20.0	23.0																																																														
35-54 years	29.0	28.5																																																														
55 years and over	25.0	22.5																																																														
<p>As of 2006, Warringah's population is ageing with 25.4% of residents 55 years or older, compared with 22.4% for Metropolitan Sydney. This difference in age distribution is fairly constant and follows the national trend. Since 1996, the number of young people 0-14 years in Warringah increased while the number of 20-34 year olds has fallen significantly. The median age of people living in Warringah has increased slightly from 36 to 37 in the same period. * This is an indicator we have limited influence on. It shows the demographic reality of our community and provides us with direction for various service areas.</p>																																																																
Desired direction	Maintain a healthy age distribution that supports our local economy and reflects an area that is attractive to all age groups.																																																															

* Source: ABS Census data 1996, 2001 and 2006

Childcare Facilities †	
What do we measure?	Childcare vacancy rates across all Long Day Care centres (private and Council) in Warringah by age group.
Trends	<p style="text-align: center;">Childcare vacancy rates per age group</p> <p>Overall vacancy rates show an increasing trend since 2006-07. This suggests that parents have more options when it comes to choosing suitable day care for their children. The failure of several private providers in 2009 may indicate that the sector is currently saturated, indicating it has reached the limit of viable vacancy rates. It may also impact on vacancy rates in future years.</p>
Desired direction	Find the balance between a healthy child care sector with a high occupancy rate versus enough vacancies to give parents the necessary options. The past three years seem to indicate a healthy vacancy rate bandwidth of 6-8%.

† Note: Data is no longer being collected, 2009 - 2010 trends not available.

Average Weekly Earnings	
What do we measure?	The weekly gross income of households in Warringah compared to Metropolitan Sydney.
Trends	<p style="text-align: center;">Average weekly earnings by household</p> <p>Warringah households earn well above the average for Metropolitan Sydney, with 36% earning \$2,000 or more as compared to 27% for Sydney Metropolitan, and this gap is widening. **</p>
Desired direction	Maintain Warringah's household income position relative to Sydney Metropolitan.

* Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991

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

Community sustainability indicators

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'.
Trend	Decreasing housing affordability.
<p>According to the 2006 Census, 64% of total renters in Warringah were in housing stress. This compares to 56% across the great metropolitan areas of Sydney. In 2006, 64.5% of low and moderate income households in the SHOROC area purchasing were considered to be in housing stress.</p> <p>Although it depends on the definition of the measure how quickly housing stress has been rising, it seems clear from many different indicators that housing affordability is an increasing problem for a growing proportion of low to moderate income renters and home owners in NSW, Sydney Metropolitan and Warringah alike. We are currently in the process of designing an effective housing affordability indicator.</p>	
Desired direction	One of our greatest challenges for the coming decades is to do our part to help increase housing affordability for our residents. We cannot do this alone but will need to partner with federal and state governments and the private sector.

Community Safety																					
What do we measure?	<p>Crime rates: rate of major criminal incidents recorded in Warringah compared to the state average. *</p> <p>Perception of safety: residents' perceptions of feeling safe in their homes and neighbourhoods as expressed by participants in the annual Community Survey. **</p>																				
Trends	<table border="1"> <caption>Perception of safety (Mean out of 10)</caption> <thead> <tr> <th>Category</th> <th>2007</th> <th>2008</th> <th>2009</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td>I feel safe in my home</td> <td>8.60</td> <td>8.64</td> <td>8.83</td> <td>8.75</td> </tr> <tr> <td>I can call on a neighbour or local relative if I need assistance</td> <td>8.48</td> <td>8.44</td> <td>8.53</td> <td>8.67</td> </tr> <tr> <td>I feel safe walking around my neighbourhood</td> <td>7.87</td> <td>7.81</td> <td>8.06</td> <td>7.96</td> </tr> </tbody> </table>	Category	2007	2008	2009	2010	I feel safe in my home	8.60	8.64	8.83	8.75	I can call on a neighbour or local relative if I need assistance	8.48	8.44	8.53	8.67	I feel safe walking around my neighbourhood	7.87	7.81	8.06	7.96
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<p>Crime rates in Warringah from September 2008 to September 2009 were low and stable. Warringah's rate of incidents was below the state average for all 17 major criminal offences. 10 of the 17 major offences were more than 50% below the NSW state average. Specifically, over the 24 months to September 2009, break and enter into dwellings was down by nearly 40%.</p> <p>This is reflected in residents' increasing perceptions of safety (see graph). Warringah residents feel that they live in a safe community.</p>																					
Desired direction	Hold low crime rates and high perception of safety.																				

* Source: NSW Bureau of Crime Statistics & Research: New South Wales Recorded Crime Statistics, Quarterly Update September 2009

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

Educational Qualifications																																																												
What do we measure?	Highest completed educational qualifications of residents aged 15 years and over.																																																											
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	<p>Between 1991 and 2006 the percentage of Warringham residents 15 years or older holding a bachelor degree or higher increased from 10.1% to 21.1%. This trend towards a higher educated population was also seen across Sydney, but the overall level of education remains higher in Warringham. *</p>																																																											
Desired direction	Maintain a balanced mix of educational qualifications that matches and supports our local economy.																																																											

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

Unemployment Rate	
What do we measure?	Percentage of Warringham residents unemployed.
Trend	Increasing.
	<p>At the end of the March Quarter 2009 2.8% of Warringham residents were unemployed compared to 5.0% for the Sydney Greater Metropolitan Region and 5.2% for NSW. In March 2010, the unemployment rate for Warringham was 4.6% compared to 5.7% for the Sydney Greater Metropolitan Region and 5.9% for NSW. **</p> <p>Although Warringham residents continue to experience relatively low unemployment, the figures show there has been a steady increase in unemployment rates due to the global financial crisis, and Warringham is 'catching up' with Sydney Metro and NSW.</p>
Desired direction	Hold low percentage relative to Sydney Metro and NSW.

** Source: Australian Government Labour Market Information Portal, March 2010

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. *												
Trends	<p style="text-align: center;">Proportion of residents satisfied with Council's overall performance</p> <table border="1"> <caption>Data for Satisfaction with Council's Performance</caption> <thead> <tr> <th>Year</th> <th>Proportion of residents satisfied (%)</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>60%</td> </tr> <tr> <td>2007</td> <td>69%</td> </tr> <tr> <td>2008</td> <td>67%</td> </tr> <tr> <td>2009</td> <td>69%</td> </tr> <tr> <td>2010</td> <td>57%</td> </tr> </tbody> </table>	Year	Proportion of residents satisfied (%)	2002	60%	2007	69%	2008	67%	2009	69%	2010	57%
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<p>As an indication of the relationship between the community and Council, residents are asked annually to indicate their satisfaction with Council's overall performance. The proportion of residents that were satisfied with Council's overall performance was 57% in 2010, down from 69% last year after three years of high and stable satisfaction ratings. Note: this indicator is also used as a Strategic Performance Measure in the Living Organisation Outcome Area.</p>													
Desired direction	Increase resident satisfaction.												

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





SPACES

Living

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



Key Services

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Warringah Aquatic Centre	148
Corporate Support Services	152

Key Contributors

	Advocate	Funder	Service Provider	Regulator	Partner
Warringah Council	•	•	•	•	•
Roads and Traffic Authority		•	•	•	•
Department of Transport		•	•	•	•
Private bus companies			•		
Department of Planning	•	•	•	•	•
Other government agencies and departments		•	•	•	•
Community groups			•		•

Our Goals

3.1 Safe and well maintained public spaces that reflect community needs

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

3.2 Socially and environmentally responsible urban development

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

3.3 Safe, convenient and accessible transport options

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



3.4 Well-maintained public infrastructure that supports sustainable living

Strategy


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

Performance against principle activities

Community and Safety Services

Action	Status
Curl Curl Youth and Community Centre, place of public entertainment works	 ✓
Freshwater Surf Life Saving Club, upgrade lifeguard viewing tower	
North Narrabeen Surf Life Saving Club, construction of new lifeguard viewing tower	
Community Centres, minor renewal works	 ✓
Beach Services plant and equipment	 ✓
Forestville Senior Citizens Centre, kitchen upgrade	 ✓
Forestville Memorial Hall - places of public entertainment works	 ✓
Forestville Community Art Centre - places of public entertainment works	 ✓
Terrey Hills Community Centre - amenities upgrade	 ✓
Harbord Literary Institute - security door upgrade, carpet renewal and paving upgrade	 ✓
Collaroy Plateau Youth and Community Centre - upgrade entrance areas and toilets, incorporate childrens playground, and places of public entertainment works	 ✓
Belrose Community Centre - renew softfall, amenities and places of public entertainment works	 ✓
Cromer Community Centre - upgrade lighting, replace kitchen, convert kiosk into storage area and places of public entertainment works	 ✓
Capital renewal works	 ✓

Compliance Services

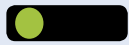

Action	Status
Acquisition of New Parking Metres Narrabeen	 ✓
Civil Works - Freshwater Beach	Deferred

Performance against principle activities

Glen Street Theatre

Action	Status
Theatre dressing room upgrade	 ✓
Replacement of external signage	 ✓
Glen Street Theatre place of public entertainment works	

Natural Environment

Action	Status
South Creek cycleway	
Narrabeen Lagoon pathway	

Parks, Reserves and Foreshores

Action	Status
Nolans and Passmore Reserves lighting, drainage, amenities works	 ✓
Parks - floodlighting improvement	 ✓
Parks - water supply irrigation program	 ✓
Sporting club capital improvements fund	
Netball upgrade	 ✓
Sportsfield rectification works - Weldon Reserve, Curl Curl	
Sportsfield rectification works - Adams Street Reserve, Curl Curl	 ✓
Sportsfield rectification works - Rueb Hudson, North Curl Curl	 ✓
Minor rectification of sportsfields	 ✓
Parks - minor renewal work	 ✓

Parks, Reserves and Foreshores (cont.)

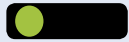
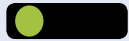

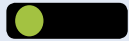
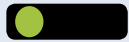
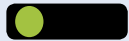
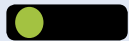



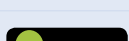
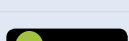
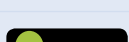
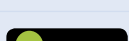
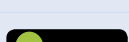
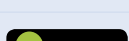
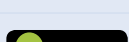
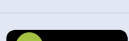
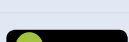
Action	Status
Manly Dam renewals	 ✓
Innes Road Manly Vale - park improvements	
Old Pittwater Road, Brookvale - establish open space area	 ✓
Playground improvement program	 ✓
Dee Why Rock Pool - renewal works on the pool	 ✓
South Curl Curl Rock Pool upgrade	 ✓
Freshwater Rock Pool upgrade	 ✓
Fishermans Beach boat ramp upgrade	 ✓
Street tree planting in town centres	
Dee Why Beach playground shade structures	 ✓
Capital renewal works	 ✓

Roads, Traffic and Waste


Action	Status
Pedestrian Access and Mobility Plan	
Installation of bollards at Willandra and Tristram Road, Cromer	 ✓
The Strand, Dee Why construction	
Footpath renewal	 ✓
New footpaths	 ✓
Freshwater Village town centre upgrade	 ✓
Warringah Bike Plan - Starkey Street and Melwood Avenue, Forestville	 ✓

Performance against principle activities





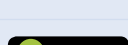

Roads, Traffic and Waste (cont.)

Action	Status
New bike paths	 ✓
Bus shelter supply and installation	 ✓
Traffic calming scheme, Harbord Road Freshwater	 ✓
Roundabout at Parr Parade/Waratah Street Narraweena	 ✓
Wombat Crossing at Mackellar Girls School Campbell Parade, Manly Vale	 ✓
Collaroy Plateau local area traffic management part of Stage 2 load limit	 ✓
North Balgowlah local area traffic management	 ✓
Roundabout and kerb blisters at Arthur Street and Davidson Avenue, Forestville	Deferred
Two speed humps north of driveways of Numbers 16 and 52 Smith Avenue, Allambie Heights	Deferred
Collaroy Plateau local area traffic management part of Stage 2 and Stage 3 - construction of traffic control devices	 ✓
Traffic calming scheme, Lady Penrhyn Drive, Beacon Hill	 ✓
Installation of refuge Island between Westminster Avenue and Grafton Crescent on Lismore Avenue, Dee Why	 ✓
Upgrade marked crossing to Wombat Crossing at Surf Club, Carrington Parade, Curl Curl	 ✓
Wombat Crossing, Kentwell Road, Allambie Heights	 ✓
Installation of two speed humps Violet Lane, Forestville	 ✓
Capital renewal works	 ✓
Resheeting roads	 ✓
Car park renewal program	 ✓
Kerb and guttering renewal	 ✓
Retaining wall renewal - Condamine Street Manly Vale	 ✓
Retaining wall renewal - Delmar Parade Dee Why	 ✓


Roads, Traffic and Waste (cont.)

Action	Status
Retaining wall renewal - Collaroy Street, Collaroy	 ✓
Retaining wall renewal - Parkes Street, Manly Vale	 ✓
Retaining wall renewal - Lindley Avenue, Narrabeen	 ✓
Retaining wall renewal - Lagoon View Road, Cromer	

Strategic Planning












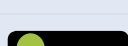





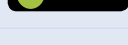
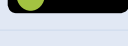
Action	Status
Comprehensive Local Environment Plan in line with Department of Planning model template	
Housing Strategy - plan to cater for increased dwelling targets as part of Department of Planning Sub-regional Plan	
Finalise the review of the Warringah Bike Plan	
Local Environment Plan amendment urban form study for the Dee Why Commercial and Residential Major Centre	
Review Heritage Inventory	
E-planning Systems Development	

Warringah Aquatic Centre

Action	Status
Disability access and renewal project	Deferred
Roof access design	Deferred
Pool plant and equipment replacement	 ✓

Performance against principle activities

Corporate Support Services

Action	Status
Complete Stage 2 Asset Management Plans for all asset classes	
Unallocated funds for cycleways, footpaths or street tree planting	 ✓
Tennis Club renewal - resurfacing four courts at Narraweena	 ✓
Tennis Club renewal - resurfacing two courts at Terrey Hills	 ✓
Land acquisition Perentie Road / Dawes Road, Belrose	
Land acquisition 50 Washington Avenue, Cromer	 ✓
Land acquisition 122-126 Old Pittwater Road, Brookvale	
Dee Why Town Centre – implementation	Deferred
Dee Why Property Project	Deferred
Minor renewal works - civic buildings	 ✓
Replace locks and access controls on facilities to increase security and access	 ✓
Brookvale Oval planned revitalisation works (Stages 2, 3, 4a and 4b)	 ✓
Brookvale Park upgrading of paths and entry at Pine Avenue and Pittwater Road	 ✓
Water and energy savings in Warringah buildings	 ✓
Tennis buildings - renewal of light fittings and installation of energy saving globes	 ✓
Renewal works at Wyatt Avenue Tennis Club	 ✓
Tennis buildings - upgrade electrical distribution boards	 ✓
South Curl Curl Swim Club - roof renewal	 ✓
Civic Centre - floor renewal	 ✓
Civic Centre - roof renewal	
Civic Centre and Dee Why Library - works resulting from structural integrity assessment	

Corporate Support Services (cont.)

Action	Status
Furniture and fittings in Warringah Buildings	 ✓
Capital renewal works	 ✓
Dee Why Surf Life Saving Club - construction of new public toilet	
Narrabeen Surf Life Saving Club - loan guarantee	 ✓
South Narrabeen Surf Life Saving Club - Stage I internal fit-out refurbishment and place of public entertainment works	
Collaroy Surf Life Saving Club - masterplan and development application for SLSC and Swimming Club buildings	 ✓
Long Reef Surf Life Saving Club - concept plan and consultation	
Freshwater SLSC - remediation of the vinyl flooring in Kooloora Room and renewal of the kitchen benchtops	 ✓
Emergency Services Centre renewal	 ✓
Public Amenity Improvement Program	 ✓
Manly Vale Community Centre - photovoltaic panels	
JJ Melbourne Hills Reserve – upgrade power supply	
Warringah Mall Library – replace carpet	
Community Centres – acoustic panels	 ✓
Cromer Community Centre photovoltaic	

Community sustainability indicators

Community Pride											
What do we measure?	Residents who are proud of the area as expressed by participants in the annual Community Survey.*										
Trends	<table border="1"> <caption>Residents proud of their local area</caption> <thead> <tr> <th>Year</th> <th>Mean score (out of 10)</th> </tr> </thead> <tbody> <tr> <td>2007</td> <td>8.25</td> </tr> <tr> <td>2008</td> <td>8.15</td> </tr> <tr> <td>2009</td> <td>8.25</td> </tr> <tr> <td>2010</td> <td>8.30</td> </tr> </tbody> </table>	Year	Mean score (out of 10)	2007	8.25	2008	8.15	2009	8.25	2010	8.30
Year	Mean score (out of 10)										
2007	8.25										
2008	8.15										
2009	8.25										
2010	8.30										
For the past four years this number has remained stable.											
Desired direction	Increase proportion of residents proud of their area.										

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

Level of Graffiti Vandalism										
What do we measure?	Graffiti removed by Council from public open space or private property fronting open space.									
Trends	<table border="1"> <caption>Graffiti Removal Data</caption> <thead> <tr> <th>Year</th> <th>m2 removed</th> <th>Number of removals</th> </tr> </thead> <tbody> <tr> <td>2008-09</td> <td>17,138</td> <td>~6,000</td> </tr> <tr> <td>2009-10</td> <td>17,548</td> <td>~8,000</td> </tr> </tbody> </table>	Year	m2 removed	Number of removals	2008-09	17,138	~6,000	2009-10	17,548	~8,000
Year	m2 removed	Number of removals								
2008-09	17,138	~6,000								
2009-10	17,548	~8,000								
<p>The Graffiti Cleaning Program commenced in October 2008 with a trial program for the 2008-2009 financial year. Due to the success of this trial Council implemented a graffiti removal contract and increased resources by some 55% in 2009-2010. The increased figures for the whole of 2009-2010 (instead of the three quarters in 2008-2009) reflect these increased resources and suggest a moderate decrease in overall graffiti vandalism.</p>										
Desired direction	Decrease the incidence of graffiti vandalism									

Public Transport Usage																									
What do we measure?	Percentage of residents using public transport to travel to work.																								
Trends	<p>Mode of transport to work</p> <table border="1"> <thead> <tr> <th>Mode</th> <th>2001 (%)</th> <th>2006 (%)</th> </tr> </thead> <tbody> <tr> <td>Public transport</td> <td>17.9%</td> <td>20.2%</td> </tr> <tr> <td>Motor vehicle</td> <td>76.3%</td> <td>73.9%</td> </tr> <tr> <td>Other/combination</td> <td>5.7%</td> <td>6.0%</td> </tr> </tbody> </table> <p>Mode of transport to work</p> <table border="1"> <thead> <tr> <th>Mode</th> <th>2006 (%)</th> <th>2001 (%)</th> </tr> </thead> <tbody> <tr> <td>Public transport</td> <td>20.2%</td> <td>17.9%</td> </tr> <tr> <td>Motor vehicle</td> <td>73.9%</td> <td>76.3%</td> </tr> <tr> <td>Other/combination</td> <td>6.0%</td> <td>5.7%</td> </tr> </tbody> </table>	Mode	2001 (%)	2006 (%)	Public transport	17.9%	20.2%	Motor vehicle	76.3%	73.9%	Other/combination	5.7%	6.0%	Mode	2006 (%)	2001 (%)	Public transport	20.2%	17.9%	Motor vehicle	73.9%	76.3%	Other/combination	6.0%	5.7%
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Motor vehicle	73.9%	76.3%																							
Other/combination	6.0%	5.7%																							
	<p>More people were using public transport for travelling to work in 2006 than in 2001. Some 20.2% used public transport in 2006, up from 17.9% in 2001. Buses remain the predominant mode of public transport at roughly 90%. Reliance on private motor vehicles remains high at 73.9% (down from 76.3% in 2001) with 68% driving and 6% of the working population commuting as passengers. *</p>																								
Desired direction	Continue the trend towards more public transport usage.																								

* Source: ABS Census data 2001 and 2006

Road Safety †																																								
What do we measure?	The total number of road accidents and total number of casualties.																																							
Trends	<p>Road safety: crashes and casualties in Warringah</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Total crashes</th> <th>Casualties (killed and injured)</th> </tr> </thead> <tbody> <tr><td>1997</td><td>900</td><td>300</td></tr> <tr><td>1998</td><td>950</td><td>350</td></tr> <tr><td>1999</td><td>900</td><td>400</td></tr> <tr><td>2000</td><td>950</td><td>450</td></tr> <tr><td>2001</td><td>900</td><td>400</td></tr> <tr><td>2002</td><td>880</td><td>400</td></tr> <tr><td>2003</td><td>820</td><td>400</td></tr> <tr><td>2004</td><td>800</td><td>380</td></tr> <tr><td>2005</td><td>800</td><td>380</td></tr> <tr><td>2006</td><td>780</td><td>350</td></tr> <tr><td>2007</td><td>780</td><td>350</td></tr> <tr><td>2008</td><td>750</td><td>350</td></tr> </tbody> </table>	Year	Total crashes	Casualties (killed and injured)	1997	900	300	1998	950	350	1999	900	400	2000	950	450	2001	900	400	2002	880	400	2003	820	400	2004	800	380	2005	800	380	2006	780	350	2007	780	350	2008	750	350
Year	Total crashes	Casualties (killed and injured)																																						
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2007	780	350																																						
2008	750	350																																						
	<p>The trend from 2000 onwards shows a gradual decrease in total accidents on Warringah roads, while the number of persons killed and injured remains stable. **</p>																																							
Desired direction	Decline in both total accidents and in number of people killed or injured.																																							

** Source: RTA Crash Statistics 1997-2008

† Note: Data for 2009 - 2010 financial year not available at the time of publication

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.												
Trend	<table border="1"> <caption>Asset Renewal Ratio Data</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>1.0</td> </tr> <tr> <td>2010</td> <td>2.33</td> </tr> <tr> <td>2011</td> <td>2.18</td> </tr> <tr> <td>2012</td> <td>1.98</td> </tr> <tr> <td>2013</td> <td>1.58</td> </tr> </tbody> </table>	Year	Ratio	2009	1.0	2010	2.33	2011	2.18	2012	1.98	2013	1.58
Year	Ratio												
2009	1.0												
2010	2.33												
2011	2.18												
2012	1.98												
2013	1.58												
<p>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.</p>													
Desired direction	An actual ratio of greater than 1.0 annually.												

Open Space Utilisation	
What do we measure?	We are currently working on systems allowing us to keep track of the number and frequency of bookings made by the public to use sports fields and natural reserves, as well as estimated visitor numbers to our beaches.
Trend	Not yet available.
Desired direction	Set a baseline and increase from there in subsequent years.





ENTERPRISES

Living

A strong local economy that provides employment and training opportunities



Key Services

Certification Services	92
Compliance Services	106
Cultural Services	110
Development Assessment Services	116
Parks, Reserves and Foreshores	134
Roads, Traffic and Waste	138
Strategic Planning	142
Good Governance	156

Key Contributors

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

Our Goals

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

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

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

Strategy

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

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

Strategy

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

Performance against principle activities

Parks, Reserves and Foreshores

Action	Status
Collaroy Access Tourism Precinct	 ✓

Strategic Planning

Action	Status
Complete Brookvale Employment Lands study	

Good Governance

Action	Status
Prepare a Warringah Local Economic Profile	 ✓

Community sustainability indicators

Qualification/Local Industry Mix																																					
What do we measure?	Employment by industry and qualifications by workforce for Manly, Mosman, Pittwater and Warringah between 2001 and 2006.																																				
Trends	<p>Increasing levels of education combined with less manufacturing and retail and more health and community services and wholesale.</p> <div style="text-align: center;"> <p>Change in employment by sector 2001-2006 (SHOROC)</p> <table border="1"> <caption>Approximate data from the SHOROC chart</caption> <thead> <tr> <th>Sector</th> <th>Change in Jobs (2001-2006)</th> </tr> </thead> <tbody> <tr><td>Total Industries</td><td>1,608</td></tr> <tr><td>Personal and Other Services</td><td>1,100</td></tr> <tr><td>Health and Community Services</td><td>1,000</td></tr> <tr><td>Education</td><td>800</td></tr> <tr><td>Government Administration and Defence</td><td>500</td></tr> <tr><td>Finance and Insurance</td><td>400</td></tr> <tr><td>Accommodation, Cafes and Restaurants</td><td>300</td></tr> <tr><td>Wholesale Trade</td><td>250</td></tr> <tr><td>Construction</td><td>200</td></tr> <tr><td>Manufacturing</td><td>-1,608</td></tr> <tr><td>Retail Trade</td><td>-1,000</td></tr> <tr><td>Property and Business Services</td><td>-800</td></tr> <tr><td>Cultural and Recreational Services</td><td>-200</td></tr> <tr><td>Transport and Storage</td><td>-150</td></tr> <tr><td>Electricity, Gas and Water Supply</td><td>-100</td></tr> <tr><td>Agriculture, Forestry and Fishing</td><td>-50</td></tr> <tr><td>Communication Services</td><td>0</td></tr> </tbody> </table> </div>	Sector	Change in Jobs (2001-2006)	Total Industries	1,608	Personal and Other Services	1,100	Health and Community Services	1,000	Education	800	Government Administration and Defence	500	Finance and Insurance	400	Accommodation, Cafes and Restaurants	300	Wholesale Trade	250	Construction	200	Manufacturing	-1,608	Retail Trade	-1,000	Property and Business Services	-800	Cultural and Recreational Services	-200	Transport and Storage	-150	Electricity, Gas and Water Supply	-100	Agriculture, Forestry and Fishing	-50	Communication Services	0
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	<p>The top five industry sectors in 2006 by employment are retail trade (18.2%), property and business services (14%), health and community services (11.4%), manufacturing (9.4%) and wholesale trade (8.7%). Since 2001 manufacturing in the region has declined (total numbers decreasing by some 1,608 employees) with minor reductions also in retail trade and property and business services sector. At the same time the workforce employed in the health and community services sector and wholesale trade has increased. The figure above shows the changes in the various sectors from 2001 to 2006. *</p> <p>Changes in the industry sectors are also reflected in the qualifications of the Warringah workforce with an increase in bachelor or higher degrees (17% to 21.1%) and advanced diploma or diploma (9.1% to 11.1%). At the same time there has been a marked decrease in the number of employees with no qualifications (43.6% to 37.9%). See the Community Sustainability Indicator 'Educational Qualifications' on page 57.</p>																																				
Desired direction	This indicator should be viewed in conjunction with the previous indicator 'Employment Containment' (page 79). The better the match between the educational qualifications of the local work force and the industry mix, the higher employment containment can be.																																				

* Source: REMPLAN economic modelling and analysis system, Compelling Economics 2009

Gross Local Product (GLP)	
What do we measure?	The net wealth per resident generated by the local regional economy of Manly, Mosman, Pittwater and Warringah calculated the same way as GDP is calculated for the national economy.
Trend	In 2009 the GLP for the Manly, Mosman, Pittwater and Warringah area was \$45,089 per person, up from \$27,662 in 2001. This is a 63% increase in absolute terms, similar to Metropolitan Sydney's GLP increase in the same period (67% at a current \$65,525). Trend data are not available. *
Desired direction	Hold or increase GLP relative to Sydney Metropolitan.

* Source: SHOROC Economic Profile - economy

Employment Containment	
What do we measure?	The employment location of Warringah residents.
Trend	On Census night in 2006, 39.7% of residents worked locally and 50.5% of the workforce remained on the northern beaches. While overall there has been a minor decrease in employment containment compared to 2001 (41% worked locally), Warringah has a higher level of containment than other areas in metropolitan Sydney. **
Desired direction	Hold or increase containment rate, to minimise transport challenges and keep our local economy diverse and vibrant.

** Source: ABS Census Data 2006





ORGANISATION



Living

An innovative and effective organisation with strong leadership



Key Services

Corporate Support 152

Good Governance 156

Key Contributors

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

Our Goals

5.1 An effective and efficient organisation

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

5.2 An innovative and progressive organisation

Strategy

- Be a value driven organisation
- Delivering timely services based on community needs

Performance against principle activities

Corporate Support Services

Action	Status
Review insurance arrangements	
Review rating structure based on new land values (base date 1/7/2009)	✓
Develop a Human Resource Strategic Plan	
Develop and implement Complaints Management System within TechnologyOne	Deferred
Computer system upgrade - implement mobile solutions	Deferred
Review usage of USB flash drives to consider installation of software to minimise data loss and USB restrictions	✓
Heavy and light plant and truck replacements	✓
Passenger car replacements	✓
Light fleet and commercial vehicle replacements	✓
Implement invoice scanning software (XtrataPro) to help automate processing of invoice payments	
Implement HelpDesk Customer Portal - including customer survey	✓
Review Facilities booking system to consider upgrade of CLASS to version 7.0	✓
Upgrade Wide Area Network (WAN) connection between Civic Centre and Cromer	✓
Scan paper-based HR files to make available online via TRIM	✓
TRIM implementation phase 2, including removal of network drives	✓
Review Request Management system to include service standards and escalations / workflows	✓
Computer system upgrade - disaster recovery	✓
Office equipment	✓
Implement Enterprise Budgeting	✓

Childcare Services

Action	Status
Review Vacation Care Services to ensure sustainability, continuing relevance to community needs, effective compliance auditing and integration with other services.	

Strategic performance measures

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. *												
Trends	<p style="text-align: center;">Proportion of residents satisfied with Council's overall performance</p> <table border="1"> <caption>Data for Proportion of residents satisfied with Council's overall performance</caption> <thead> <tr> <th>Year</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>60%</td> </tr> <tr> <td>2007</td> <td>70%</td> </tr> <tr> <td>2008</td> <td>68%</td> </tr> <tr> <td>2009</td> <td>70%</td> </tr> <tr> <td>2010</td> <td>57%</td> </tr> </tbody> </table>	Year	Proportion (%)	2002	60%	2007	70%	2008	68%	2009	70%	2010	57%
Year	Proportion (%)												
2002	60%												
2007	70%												
2008	68%												
2009	70%												
2010	57%												
Residents are asked annually to indicate their satisfaction with Council's overall performance. The proportion of residents that were satisfied with Council's overall performance was 57% in 2010, down from 69% last year after three years of high and stable satisfaction ratings. Note: this indicator is also used as a Community Sustainability Indicator in the Living Communities Outcome Area.													
Desired direction	Increase resident satisfaction.												

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

Occupational Health and Safety																						
What do we measure?	Days lost due to injury or disease per OH&S incident and total number of days lost due to injury or disease.																					
Trends	<p style="text-align: center;">Days lost to injury and disease and LTDR</p> <table border="1"> <caption>Data for Days lost to injury and disease and LTDR</caption> <thead> <tr> <th>Year</th> <th>Days lost to injury and disease</th> <th>LTDR (days lost per lost time injury)</th> </tr> </thead> <tbody> <tr> <td>2004-05</td> <td>430</td> <td>18.0</td> </tr> <tr> <td>2005-06</td> <td>160</td> <td>12.0</td> </tr> <tr> <td>2006-07</td> <td>360</td> <td>16.0</td> </tr> <tr> <td>2007-08</td> <td>240</td> <td>10.0</td> </tr> <tr> <td>2008-09</td> <td>50</td> <td>5.0</td> </tr> <tr> <td>2009-10</td> <td>210</td> <td>10.0</td> </tr> </tbody> </table>	Year	Days lost to injury and disease	LTDR (days lost per lost time injury)	2004-05	430	18.0	2005-06	160	12.0	2006-07	360	16.0	2007-08	240	10.0	2008-09	50	5.0	2009-10	210	10.0
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2009-10	210	10.0																				
Council continually monitors its OH&S performance indicators in line with Australian Standard 1885 and benchmarks itself with other self insured councils. Our injury statistics have been consistently trending downward for the past three years and all indicators are below the average figures achieved by the benchmarked group.																						
To comply with industry standards, we use three indicators to monitor our performance: Lost Time Duration Rate (LTDR), Lost Time Frequency Rate and Incidence Rate. The Strategic Performance Measure above consists of two measures that together effectively paint the overall picture.																						
Desired direction	Remain below the averages for the past three years, i.e. 212 days lost to injury and disease and LTDR of 12.84.																					

Overall staff satisfaction and wellbeing	
What do we measure?	Staff responses provided in the 2008 Employee Opinion Survey.
Trend	High
<p>Our staff rated us 4.86 out of 7 (mean score) for looking after their overall satisfaction and wellbeing. We had the third highest rating of 12 comparable councils that also completed the survey. High overall satisfaction is a positive indicator of employee commitment, strong relationship with the values of the business, pride in the organisation and desire to remain in the organisation. The next Culture Survey will be conducted in the second part of 2010, providing the opportunity for comparison with the 2008 results.</p>	
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.												
Trend	<table border="1"> <caption>Staff training data</caption> <thead> <tr> <th>Year</th> <th>External training expenditure per full time employee (\$)</th> <th>Internal training hours per full time employee</th> </tr> </thead> <tbody> <tr> <td>2007-08</td> <td>~\$1,000</td> <td>~25.0</td> </tr> <tr> <td>2008-09</td> <td>~\$900</td> <td>~17.6</td> </tr> <tr> <td>2009-10</td> <td>~\$460</td> <td>~11.7</td> </tr> </tbody> </table>	Year	External training expenditure per full time employee (\$)	Internal training hours per full time employee	2007-08	~\$1,000	~25.0	2008-09	~\$900	~17.6	2009-10	~\$460	~11.7
Year	External training expenditure per full time employee (\$)	Internal training hours per full time employee											
2007-08	~\$1,000	~25.0											
2008-09	~\$900	~17.6											
2009-10	~\$460	~11.7											
<p>Expenditure on external training and the number of internal training hours were significantly higher in previous years as a result of the roll out of training for newly implemented information systems in the areas of finance, property and rating and records. Having updated the workforce's skills, expenditure and invested time has been scaled back in 2009-2010 through the implementation of a more strategic approach to organisational and individual learning, targeting key organisational skills and a more rigorous focus on value for money. We invested some \$460 per employee (equivalent full time) on external training in 2009-2010: a reduction of 54% compared to 2008-2009. The number of internal training hours also went down from 17.6 to 11.7 hours, a decrease of 34%. We expect temporary increases in training to be repeated in coming years with the need to refresh skills of existing staff.</p>													
Desired direction	Maintain commitment to external and internal training of staff.												

Strategic performance measures

Financial Health Check compliance															
What do we measure?	Our overall performance against seven Financial Health Checks.														
Trends	<p>Operating Result (Continuing Operations before Capital Grants & Contributions)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Operating Result (x \$1,000)</th> </tr> </thead> <tbody> <tr> <td>2004-05</td> <td>7,500</td> </tr> <tr> <td>2005-06</td> <td>5,000</td> </tr> <tr> <td>2006-07</td> <td>9,000</td> </tr> <tr> <td>2007-08</td> <td>4,000</td> </tr> <tr> <td>2008-09</td> <td>2,500</td> </tr> <tr> <td>2009-10</td> <td>7,500</td> </tr> </tbody> </table>	Year	Operating Result (x \$1,000)	2004-05	7,500	2005-06	5,000	2006-07	9,000	2007-08	4,000	2008-09	2,500	2009-10	7,500
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2005-06	5,000														
2006-07	9,000														
2007-08	4,000														
2008-09	2,500														
2009-10	7,500														
<p>We achieved four out of seven in the Financial Health Checks this financial year. Our performance in each of revotes of expenditure, collection performance and management practices was just outside best practice. This is down on the six out of seven from 2008-2009. See pages 183 to 185 for Financial Health Check.</p>															
Desired direction	Pass all seven health checks.														

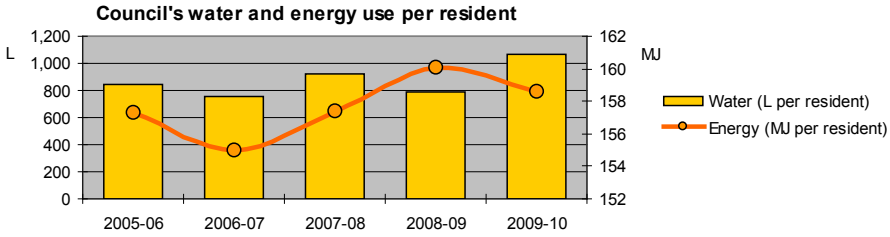
Overall Budget Performance																
What do we measure?	Whether the actual Operating Result for the year before Capital Grants and Contributions is within a 10% bandwidth of the budget.															
Trends	<p>Operational Result before Capital Grants and Contributions</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Budget (\$ million)</th> <th>Actual (\$ million)</th> </tr> </thead> <tbody> <tr> <td>2006-07</td> <td>4.816</td> <td>9.261</td> </tr> <tr> <td>2007-08</td> <td>2.926</td> <td>3.750</td> </tr> <tr> <td>2008-09</td> <td>2.139</td> <td>2.278</td> </tr> <tr> <td>2009-10</td> <td>1.652</td> <td>7.937</td> </tr> </tbody> </table>	Year	Budget (\$ million)	Actual (\$ million)	2006-07	4.816	9.261	2007-08	2.926	3.750	2008-09	2.139	2.278	2009-10	1.652	7.937
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2007-08	2.926	3.750														
2008-09	2.139	2.278														
2009-10	1.652	7.937														
<p>The net operating result for the year 2009 - 2010 before Capital Grants and Contributions was \$7.937 million compared to an adopted budget of \$1.652 million. This is a variation of 380% and outside the preferred bandwidth of +/- 10%.</p>																
Desired direction	Remain within bandwidth of +/- 10%.															

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.
Trends	<p>Scheduled capital works completed</p> <p>■ at > 90% of target ■ at 70-90% of target ■ at <70% of target</p>
By 30 June 2010, 96% of capital works (131 Capital Works) were at 90% or more of the progress target for the financial year, with 3% between 70% and 90% and 1% less than 70% of the progress target.	
Desired direction	At least 90% 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.
Trends	<p>Scheduled projects completed</p> <p>■ at > 90% of target ■ at 70-90% of target ■ at <70% of target</p>
By 30 June 2010 80% of key initiatives (33 key initiatives) were at least 90% of the progress target for the financial year 2009-2010, with 5% between 70% and 90% and 15% less than 70% of the progress target.	
Desired direction	At least 90% of projects at 90% or more of the progress target for the financial year.

Strategic performance measures

Corporate environmental sustainability

What do we measure?	Water and energy consumption for all Council operations (excluding street lighting) per resident.																		
Trend	 <p>The chart, titled 'Council's water and energy use per resident', displays data from 2005-06 to 2009-10. The left Y-axis represents Water consumption in Litres (L) per resident, ranging from 0 to 1,200. The right Y-axis represents Energy consumption in Megajoules (MJ) per resident, ranging from 152 to 162. Water consumption is shown as yellow bars, and energy consumption is shown as an orange line with circular markers. The data points are as follows:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Water (L per resident)</th> <th>Energy (MJ per resident)</th> </tr> </thead> <tbody> <tr> <td>2005-06</td> <td>~850</td> <td>~158</td> </tr> <tr> <td>2006-07</td> <td>~750</td> <td>~155</td> </tr> <tr> <td>2007-08</td> <td>~900</td> <td>~158</td> </tr> <tr> <td>2008-09</td> <td>~800</td> <td>~160</td> </tr> <tr> <td>2009-10</td> <td>~1061.7</td> <td>~160.5</td> </tr> </tbody> </table>	Year	Water (L per resident)	Energy (MJ per resident)	2005-06	~850	~158	2006-07	~750	~155	2007-08	~900	~158	2008-09	~800	~160	2009-10	~1061.7	~160.5
Year	Water (L per resident)	Energy (MJ per resident)																	
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2009-10	~1061.7	~160.5																	
	<p>These indicators include energy and water usage for all Council operations such as Warringah Aquatic Centre, operation of libraries, community centres etc. with the exception of street lighting. In 2009 - 2010 our energy consumption was 160.5 MJ per resident and our water consumption was 1061.7 L per resident. This represents a 1% decrease in energy consumption and a 35% increase in water consumption. The significant increase in water usage relates to additional watering of playing fields and problems associated with equipment failure.</p>																		
Desired direction	Decrease the consumption per employee.																		

Service reviews conducted

What do we measure?	Reviews undertaken of Council services during the financial year.
Trend	New indicator, no trend data available yet.
	<p>During the year 2009-2010 five (5) service reviews were completed on Community and Safety Service, Customer Support Service, Development Engineering Team, Cultural Service and Strategy and Policy Division. This has resulted in changes in structure and/or reporting lines for to improve service delivery and the establishment of a single customer service counter at the Civic Centre, Dee Why with all counter staff transferred to Customer Support Service.</p>
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.												
Trends	<table border="1" style="margin-top: 10px;"> <caption>Asset Renewal Ratio Data</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>1.05</td> </tr> <tr> <td>2010</td> <td>2.33</td> </tr> <tr> <td>2011</td> <td>2.18</td> </tr> <tr> <td>2012</td> <td>1.95</td> </tr> <tr> <td>2013</td> <td>1.58</td> </tr> </tbody> </table>	Year	Ratio	2009	1.05	2010	2.33	2011	2.18	2012	1.95	2013	1.58
Year	Ratio												
2009	1.05												
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<p>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.</p>													
Desired direction	An actual ratio of greater than 1.0 annually.												

