



Sydney Bushland: Suzanne Lane - Warringah Art Exhibition entrant

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About Us

Our Purpose

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. Vivid shades of native green blanket steep slopes, giving way to grassy lowlands and popular waterways.

What We Do

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

- Certification Services
- Children's 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 Corporate Vision

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

Our Corporate Mission

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


Our Corporate Values


- Respect
- Integrity
- Teamwork
- Excellence
- Responsibility

Community Vision

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


Strategic Community Outcomes

 **Living Environment**
 Read more on page 34

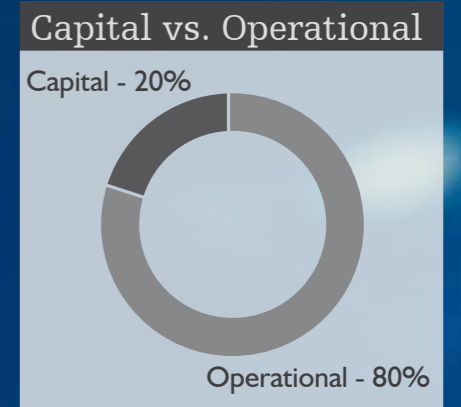
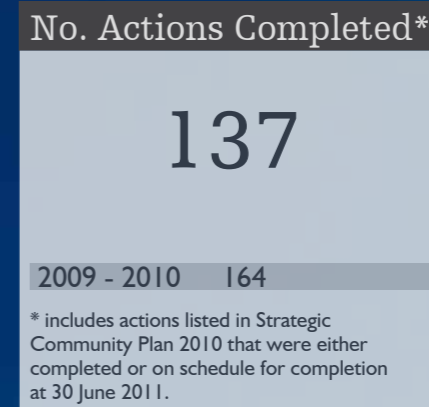
 **Living Communities**
 Read more on page 48

 **Living Spaces**
 Read more on page 62

 **Living Enterprises**
 Read more on page 80

 **Living Organisation**
 Read more on page 90

At a Glance



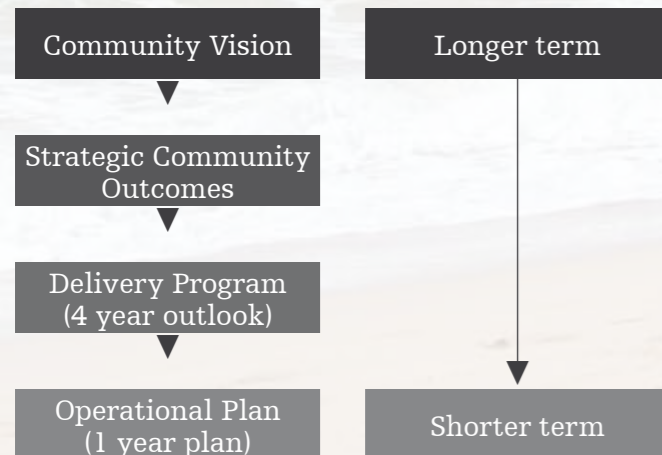
Purpose of Annual Report

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 2010 – 2011 financial year. It's a medium that allows us to report back how we performed against what we said we'd do.

The Annual Report is the key reference document for our community, stakeholders, Councillors and employees. 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?

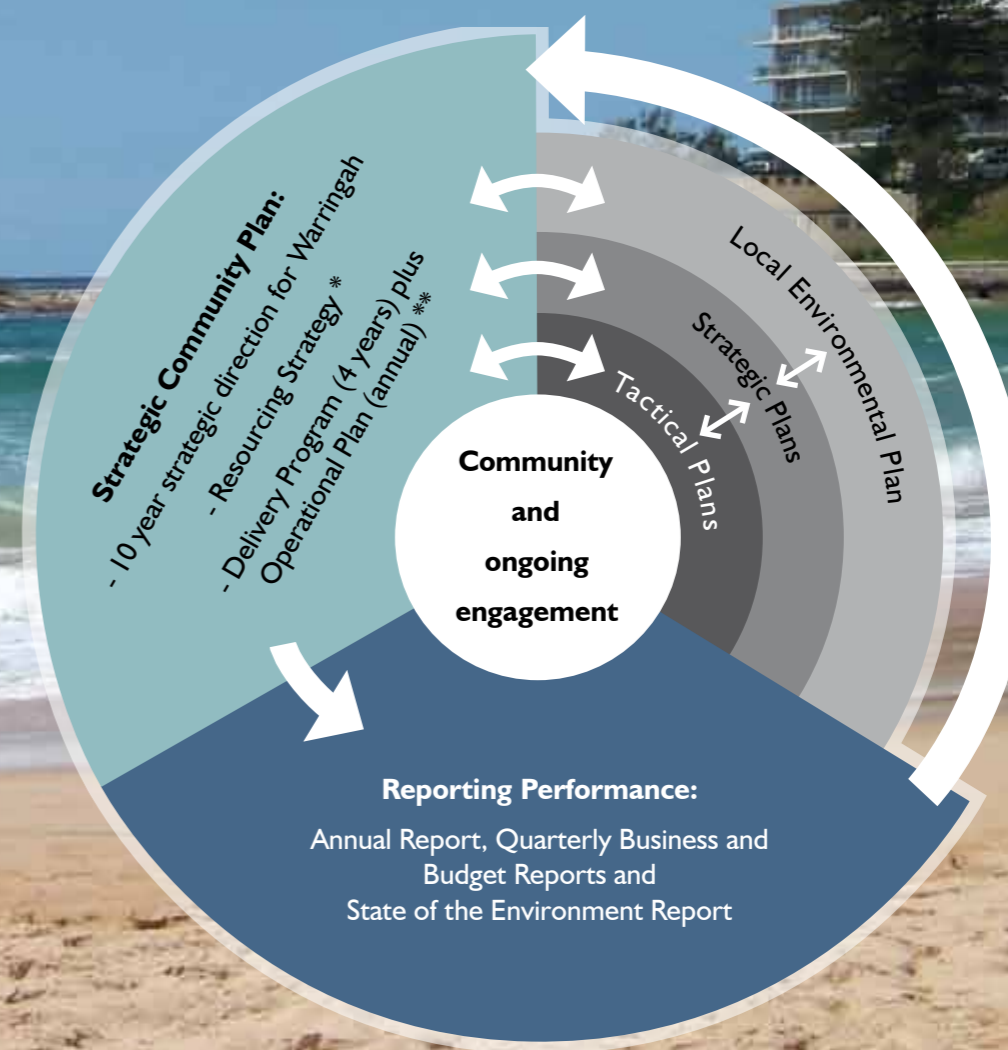
While the purpose of the Annual Report is to tell the story in retrospect, the Strategic Community Plan (SCP) is responsible for planning ahead. The SCP is our primary forward planning document and aligns our community's vision with a clear strategic direction for Warringah's long term future. So what's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

Produced annually, 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.



* 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 has been a challenging but rewarding year. Council navigated itself well through the global financial crisis and now has one of the soundest financial positions of all NSW councils. The 2010 – 2011 budget of some \$153 million included a works program of about \$32 million which enabled us to deliver a comprehensive range of services, including a significant expansion of online services and some innovative projects. We are now working towards new standards of business excellence and are building a platform for sustainable growth. We have continued to listen to our community and key stakeholders through a variety of engagement activities to make sure that current and future needs are met. Below, I highlight some of our achievements.

Improving Our Spaces

We have created two new community spaces within dense urban areas: A new park and playground in Green Street, Brookvale and our first community garden at Innes Road, Manly Vale. This showcase garden brings together children, families and neighbours to enjoy and learn practical ways of growing their own food plants and living more sustainably.

The three year joint project with Pittwater Council, 'Narrabeen Lagoon: Creating a Sustainable Catchment', finished this year. This project included creek bank remediation, bush regeneration, a targeted education program, and biodiversity survey. Council has also continued to build a multi-use track around the lagoon with interpretive signage and walks so people can enjoy this wonderful attraction in an environmentally friendly way.

Over \$620,000 was spent improving and extending footpaths as part of our Pedestrian Access and Mobility Plan and another \$570,000 funded new cycleways and the Bike Plan Implementation Program. \$3.75 million of major streetscape improvements at The Strand in Dee Why and at Freshwater Village will improve pedestrian access, alfresco dining and parking.

Improvements at Weldon Oval in Curl Curl are nearing completion with \$3.33 million spent over the last few years. Having addressed the site issues of subsidence and contamination, this is now a high quality facility for AFL and cricket with improved drainage, irrigation, soil, turf, lighting and equipment. We also improved the playing surface of Brookvale Oval and held extensive community consultation about its future. Over 3,000 people participated in this exercise, providing us with valuable directions for the long term future of this iconic emblem.

Connecting Our Vibrant Community

We extended the "Hop Skip and Jump" bus into Balgowlah to support a healthier and more active lifestyle. The success of this initiative will be reviewed in November. Free community WiFi hot spots have now been provided in Council libraries and The Strand, Dee Why to help people stay connected. Our online services now include social media such as Facebook and Twitter to get information direct to you, and a range of other services are now accessible via our website.

We provided a diverse range of festivals and special events to enrich our community. These included Australia Day celebrations, the inaugural New Year's Eve fireworks at Collaroy Beach, and the Beachley Classic Weekend in May which attracted over 25,000 visitors. The Forest Community Arts Centre celebrated 35 years of operation in 2010 and YoYos Youth Centre hosted the annual Northern Composure Band Competition. Music, literature, arts and our wonderful flora and fauna also featured in other special events and exhibitions.

Working on the Future

We have been working collaboratively with partners across the region to get the facts about climate change and how we may need to respond to its challenges. This includes risk mapping and flood planning, participating in some ground-breaking coastal erosion research, and developing a Coastal Erosion Emergency Action Plan. People have shown their interest in this issue by record-breaking attendance at a recent 'Hilltop to Headland' forum on climate change which was delivered by Professors Tim Flannery and Bruce Thom. Our website has a podcast of the forum as well as plenty of hints on what you can do about climate change.

Council is also looking forward to working closely with the new State government and making real infrastructure changes for the region including transport and the Frenchs Forest Hospital. One early initiative is a feasibility study into a Rapid Bus Transit System which will provide a faster and more reliable public transport connection between the Northern Beaches and the City and also from Chatswood to Dee Why.

Finally, I want to thank the Councillors and officers for their hard work and support, and also thank everybody else in the community that has engaged with us to help build a better Warringah. I look forward to doing more of the same over the next financial year.



Mayor Michael Regan



Community Engagement

Our community has done a great job over the last year in letting us know what it wants in terms of making Warringah a better place to live, work and play in. We have invited people to comment on specific projects such as Freshwater Village, Brookvale Oval, Narrabeen Lagoon and Manly Dam. We have also asked the community to provide strategic directions on more general matters such as housing, economic development, transport, hospitals, heritage and the environment. We also invited comment on setting the annual budget and the Strategic Community Plan (see page 30) and also conducted an Annual Community Survey (see page 28) to find out how the community rates our services and where we need to improve.

Furthermore, Council now has an ongoing, online forum entitled 'Your Say Warringah' which enables community members to have their say on any number of issues in a confidential manner.

Council won three professional awards for its community engagement in 2010 and does listen to residents' views. Following community engagement last year, Council prepared a Draft Housing Strategy for accommodating Warringah's future population. However, in response to significant community concern about some elements of the strategy, Council resolved in June 2011 to withdraw it whilst the State Government confirms housing numbers and commits to funding the additional infrastructure that will be required to support the new development.

Similarly, following concerns about the quality and quantity of sportsfields that were raised during the budget consultation, Council brought forward a capital project to create a new sportsfield and lighting to complement the proposed new all-weather surface at Cromer Park.

Council is committed to working with the community, local partners and the State Government to strike the right balance between accommodating a growing population and providing suitable infrastructure.

General Manager's Message

This last year has seen some major achievements with a continued focus on improving the way we do business and improving outcomes for our community. We increasingly play an important role in the region and continue to maintain a sound financial position. Our performance against key indicators is generally good and our community rates us well.

Doing Business Better

Council has been using the Business Excellence framework for a number of years now and it is building a culture that facilitates change, innovation and improvement. We have introduced systems to help us work smarter and equip people with the skills they need to lead the organisation. This year has witnessed 22 improvement initiatives alone.

We are increasingly seen as an "Employer of Choice" as we seek to attract and retain skilled staff. Council is recognised as a values-based organisation, embracing equal opportunities and having a prime focus on the values of Respect, Integrity, Teamwork, Excellence and Responsibility throughout the organisation. Earlier this year, 190 staff received Staff Service Awards for continual service of 10 to 25 years plus.

Business Continuity Planning

The recent natural disasters in Queensland and abroad in Japan caused catastrophic loss of life and major disruption to businesses and communities. Smaller scale disasters can also cause severe disruption to an organisation's functions – for instance, two NSW council buildings have been destroyed by fire within the last two years. Therefore, Council continues to roll out its Business Continuity Program to ensure that it can recover quickly from a disastrous event that could disrupt service delivery. Our IT capability plays a crucial role in supporting all service areas, so we have established a Disaster Recovery Facility that enables recovery of any lost data within 4 hours of any such event occurring. Warringah is one of the first councils to implement this approach.

Finance

Our financial planning has been rated as 'exemplary' by the Department of Local Government. Our finances are sound and we have delivered a good surplus that is sustainable for the medium term. We have successfully adopted the new Integrated Planning and Reporting Framework and provide quarterly business reports at both detailed and executive levels. This adds a greater level of transparency and timeliness in providing business information to the community.

However, moving forwards, if costs continue to rise at a faster pace than the revenue we are allowed to collect through rates, we will have some difficult decisions to make before too long. Council has always made efficiencies where it can, but it is likely that we will have to seek a Special Rate Increase in 2014 – 2015 if we want to maintain services and community infrastructure at present levels.

Governance Structure

In 2010 we established four Strategic Reference Groups (SRGs) that along with the 22 Community Committees form an important part of Council's Community Engagement Framework. These groups give interested, committed and community-minded people of Warringah an opportunity to contribute to the decision-making process of Council. Covering the four areas of Community and Culture, Infrastructure and Development, Recreation and Open Space, and Environmental Sustainability, the SRGs provide strategic advice and recommendations to Council on a periodic basis. Members include community representatives, Council staff and Councillors.

Sustainable Living

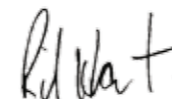
Council has been reducing its environmental footprint and yielding cost savings as well. This year saw the launch of Soy-Diesel conversion for our diesel fleet, producing 19% less greenhouse gases. We also continue to monitor the fleet and source more fuel-efficient vehicles. We progressed many initiatives under our Water and Energy Savings Plans, including solar panels now in operation on five Council buildings and the purchasing of 25% GreenPower for our eight major sites, including the Civic Centre, Libraries, and Warringah Aquatic Centre. We also continue to use online training developed with TAFE to find more sustainable ways of undertaking all our operations.

Regional Issues

Council plays an active part in the Shore Region of Councils (SHOROC) along with Pittwater, Manly and Mosman councils. Major progress this year has been achieved with strategic plans on transport, housing, health and sustainability that indicate priorities for the next 20 years. This provides us with an agreed position to work from with the state and federal governments and will help deliver much needed regional investments.

SHOROC also delivers savings through joint contracts and shared services. The shared service of Kimbriki Environmental Enterprises Pty Ltd for waste management has proved to be a winner for all Councils, particularly Warringah as the major shareholder. Kimbriki continues to be innovative, achieving high resource recovery goals and providing a healthy financial return in the order of \$2 million per year.

Much of what we do is only possible through the partnerships that Council has entered into. These partnerships range from small scale neighbourhood initiatives up to multi-million dollar regional enterprises. All of them are valued for the contribution they make to achieving our community, business and environmental goals and I trust they will continue to flourish and grow over the coming years.



General Manager, Rik Hart



How we Govern

Mayor and Councillors: Roles and Responsibilities

Dear Resident,

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

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



Mayor Michael Regan

How are Councillors Elected?

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

In 2004 a referendum was held to determine a preferred voting system. This decided that a popularly elected Mayor and three Councillors for each of the three wards (see map on page 10) would be the new election method for Warringah.

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

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 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. Questions may relate to general policy 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 2111.

When are Council Meetings Held?

Ordinary meetings of Council are held at the Civic Centre, Dee Why on the fourth Tuesday of each month commencing at 6pm, with the exception of:

- January
- February, where a meeting will be held on the second and fourth Tuesday of the month
- December, where the meeting will be held on the second Tuesday of the month

Where Can I Find Out More?

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



Your Mayor



Mayor Michael Regan
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Your Councillors

- | | | |
|--------|---|---|
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| |  | Dr Conny Harris
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General Manager: Roles and Responsibilities

Dear Resident,

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

Warringah Council is led and managed through the combined efforts of Councillors, the General Manager and staff. The organisational structure is periodically reviewed to ensure efficient service delivery and accountability to the elected Council and our community. Our organisational structure is shown below.

Executive Management Team: roles and responsibilities

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

Office of the Internal Ombudsman

The Office of the Internal Ombudsman was established in 2003 to improve Warringah Council's accountability. 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 that Council acts in the public interest and carries out all of 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 deals with complaints about alleged serious misconduct or maladministration by Council or Council officers. Complaints may come from members of the community and Council staff. Where appropriate, the Office conducts enquiries, investigations and/or reviews in response to complaints or to other identified issues of concern. Council's systems and processes are reviewed during enquiries and investigations, thus providing opportunities for systemic improvement.

Council's Internal Audit function is also contained within the Office. This separate function focuses on auditing Council's processes and practices in a risk management context.

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

