

As organisations all over the world came to terms with **challenging** economic times Warringah welcomed a newly elected Council, demonstrated financial **resilience**, successfully implemented its Strategic Community Plan and continued to **deliver** high quality services to the community in 2008 - 2009.

How to use this Report

We have included a variety of icons throughout this Report to help you find what you're looking for. Some icons draw your attention to particular points of interest, while others point toward further information either within this Report or online. We hope you find them useful.



Read more on pages X-X



www.warringah.nsw.gov.au



Key facts



Case study



Business Excellence

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A introductory snapshot, looking at the big picture and an overview of our organisation.

Overview

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GETTING BACK TO BASICS

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**.

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 2008 – 2009 financial year. It's a medium that allows us to report back to our community how we performed against what we said we'd do.

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

Internationally, best practice standards have evolved. Private and public organisations exhibiting best 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.

What's different about our approach?

Currently there are no legislative requirements for councils to discuss future planning, trends or forecasts in the Annual Report – that's the role of the Strategic Community Plan.

At Warringah we would like our planning and reporting documents to speak directly to each other – you'll notice we take a slightly different approach. Throughout our Annual Report we make reference to both the 2008 and 2009 SCP to give a clearer sense of what we said we'd do, what we've achieved and what we're planning for the future. We hope this helps develop greater understanding of the bigger picture.



Coastal dunes at Dee Why Lagoon

WHO WE ARE AND WHAT WE DO

Who we are

We are home to 140,000 residents. Established in 1906, Warringah Council is a local government organisation that administers 152 square kilometres on Sydney's northern beaches.

We are a coastal community boarded by 14km 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.

Originally home to the Guringai people, Warringah is thought to mean 'middle harbour'.

What we do

As a local government organisation we are responsible for delivering a diverse range and mix of services to our community. To help communicate this meaningfully to stakeholders and our community we group these services under 12 headings for the purposes of planning and reporting. These headings are outlined below.

Community Services: Community and Safety Services; Compliance Services; Cultural Services; Development Assessment; Kimbriki Waste and Recycling Centre; Natural Environment Services; Parks, Reserves and Foreshores; Roads, Traffic and Waste; Strategic Planning; Warringah Aquatic Centre.

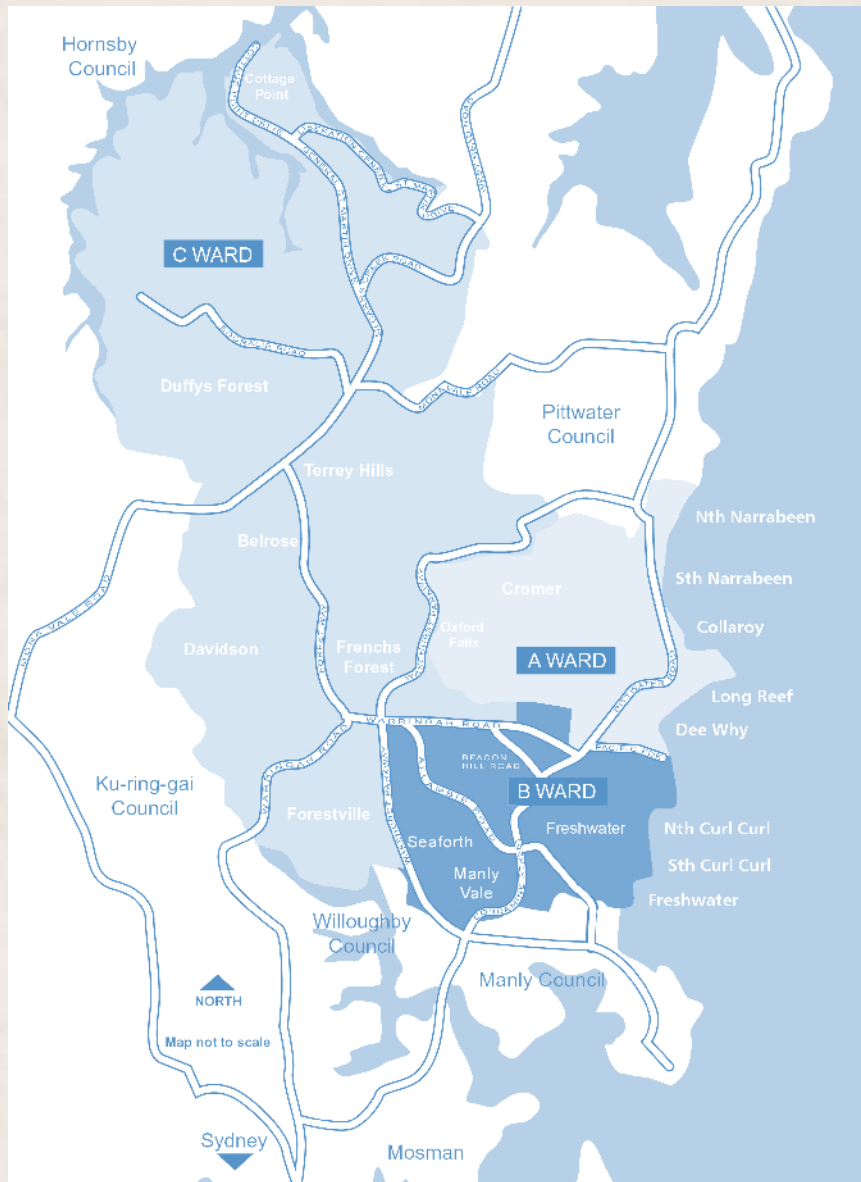


Read more on pages 11-14

Internal Services: Corporate Support; Good Governance.



Read more on page 15



RESULTS AT A GLANCE

\$136.65M

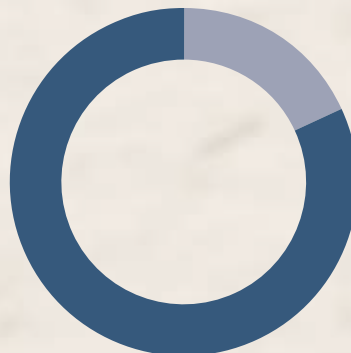
Total expenditure
2008 – 2009

\$20.03M

Total capital spend
2008 – 2009

\$2.278M

Net operating results (before capital
grants and contributions)
2008 – 2009



Capital vs. operational 2008 – 2009
(18%) (82%)

170

actions from Strategic Community Plan
2008 either completed or on schedule
for completion at 30 June 2009.

97%

actions from Strategic Community Plan
2008 either completed or on schedule
for completion at 30 June 2009.

OUR SHARED VISION

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

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

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

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

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 pages 73-82



Living Communities



Read more on pages 83-100



Living Spaces



Read more on pages 101-116



Living Enterprises



Read more on pages 117-122



Living Organisation



Read more on pages 123-142

OUR SERVICES

Community Services

Community and Safety Services




Key activities and programs

Childcare (including long day care, mobile occasional care and family day care); recreation, leisure and vacation programs and events for children, young people, aged people and people with a disability; information and referral services for children, youth, aged people, people with a disability and their families; community education and safety programs (including road safety, beach and surf awareness and safe communities services, and parenting programs); support community capacity building; provide professional lifeguards; provide community centres.

Contribution



 [read more on pages 73-142](#)

Compliance Services




Key activities and programs

Investigate and enforce compliance with local regulation; building certification and development control; environmental health and protection; fire safety; rangers enforce compliance with legislation and investigate complaints within Warringah; public health projects, programs and complaints investigation.

Contribution



 [read more on pages 73-142](#)

Cultural Services




Key activities and programs

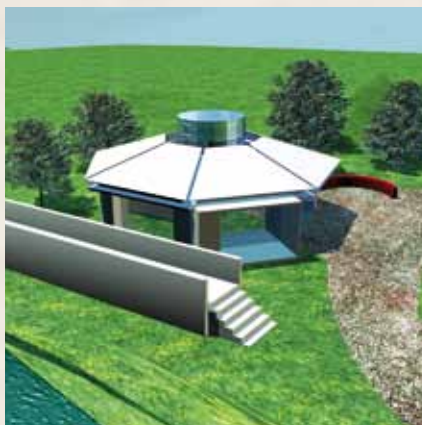
Cultural and civic events; libraries; Glen Street Theatre, providing productions and theatre spaces for performances.

Contribution



 [read more on pages 73-142](#)

Development Assessment




Key activities and programs

Assess development and subdivision applications; provide technical advice on development issues; civil engineering services and advice; approve applications and manage the Warringah Development Assessment Panel; represent Warringah Council in Land and Environment Court; coordinate Mediation Service.

Contribution



 [read more on pages 73-142](#)

Kimbriki Waste and Recycling Centre




Key activities and programs

Operate landfill and recycling site areas; receive and process dry waste from commercial and domestic customers and sell recycled material.

Contribution



 [read more on pages 73-142](#)

OUR SERVICES

Natural Environment Services




Key activities and programs

Protect and enhance natural assets including bush areas, streams, lagoons, dunes and coastal foreshore; implement strategic plans for stormwater quality and stormwater drainage infrastructure; manage pest species; investigate and minimise impacts of local flooding and coastal inundation; monitor water quality, estuarine water levels and bush condition; conduct environmental education programs.

Contributions



 [read more on pages 73-142](#)

Parks, Reserves and Foreshores




Key activities and programs

Provide tactical planning and advice on management of our parks, reserves and foreshores; asset management of reserve sites, sportsfields, beaches, foreshores and rockpools; manage regional recreational facilities; manage street and reserve trees; manage reserve bookings.

Contribution



 [read more on pages 73-142](#)

Roads, Traffic and Waste




Key activities and programs

Strategic planning of road networks; asset management of roads and related assets (traffic facilities, bridges, signage, bus shelters, cycleways and footpaths adjoining roads); maintain stormwater drainage system; local traffic management planning and installation of facilities; manage street lighting; collection of domestic and commercial waste and recycling; public place cleaning and litter picking at shopping centres, roads, beaches and reserves.

Contribution



 [read more on pages 73-142](#)

Strategic Planning




Key activities and programs

Strategic advice on land use planning, including the urban environment and controlling the use and development of land; communicate, analyse, respond to State Government planning initiatives affecting Warringah; review the impacts of new development and mechanisms for funding ways to address or minimise that impact.

Contribution



 read more on pages 73-142

Warringah Aquatic Centre




Key activities and programs

Provide learn to swim programs, elite coaching programs; provide water safety programs; provide water and land based fitness programs; asset management of Warringah Aquatic Centre.

Contribution



 read more on pages 73-142

OUR SERVICES

Internal Services

Corporate Support



Key activities and programs

Information management and technology; records management and information access service; customer service; procurement; media liaison and communication; management of Warringah Council's property portfolio, including buildings; human resources; occupational health, safety and welfare; financial management and levying and collection of rates and charges; internal auditing.

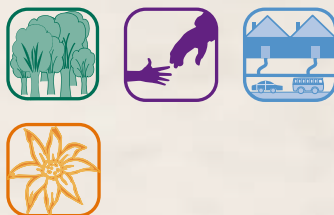
Good Governance




Key activities and programs

Strategic advice and support concerning environmental, economic, social and recreational planning; corporate planning and reporting; community engagement; policy; advice, policy and systems that support good governance; manage complaints service; implement corruption prevention strategies.


Contribution



 [read more on pages 73-142](#)

Contribution



 [read more on pages 73-142](#)



Curl Curl Beach