

# Delivery Program 2020-2024

Operational Plan and Budget 2020/21



northern  
beaches  
council

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## Northern Beaches Local Government Area and Wards.

### **Pittwater Ward**

Mackerel Beach, Coasters Retreat, Currawong, Scotland Island, Lovett Bay, Elvina Bay, Morning Bay (Towlers Bay), Palm Beach, Whale Beach, Careel Bay, Cottage Point, Duffys Forest, Ku-ring-gai Chase, Avalon Beach, Clareville, Bilgola, Bilgola Plateau, Newport, Scotland Island, Church Point, Mona Vale, Bayview, Terrey Hills (partial)

### **Frenchs Forest Ward**

Belrose, Davidson, Frenchs Forest, Forestville, Beacon Hill, Allambie Heights, Killarney Heights

### **Narrabeen Ward**

Warriewood, Ingleside, Elanora Heights, Narrabeen, Narrabeen North, Terrey Hills (partial), Cromer, Wheeler Heights, Collaroy Plateau, Collaroy, Oxford Falls

### **Curl Curl Ward**

Narraweena, Dee Why, Curl Curl, North Curl Curl, Brookvale, North Manly, Freshwater, Queenscliff

### **Manly Ward**

Manly Vale, Seaforth, Clontarf, North Balgowlah, Balgowlah, Fairlight, Manly



## Message from the Mayor

Supporting our community, economy and environment to be strong and resilient



As a Council, we're privileged to serve our community and this year presented many challenges that have changed the way we live and work.

We continue to be inspired by the Northern Beaches community spirit, pulling together in times of need – not only through the global pandemic, but in your response to the devastating bushfire crisis before it.

Council elections have been deferred, so your democratically-elected body will be stable to serve you for another year. All Councillors and staff are working hard for you in these changing times. We have and will continue to rapidly implement and communicate the advice of experts, directions of government agencies, and our own assessments of local needs.

Services will continue to operate in accordance with social distancing requirements as necessary to maintain the health and welfare of our community. You'll see our staff are still out fixing roads, footpaths and stormwater drains, maintaining parks and gardens, working on capital projects and collecting rubbish. Our planners continue to assess DAs and our cleaning teams are working around the clock.

The priority of this Budget is to provide support to vulnerable people and families in our community, and stimulate the local economy, particularly small business. See page 8 for details on our initiatives that are providing immediate financial relief and community support.

We are committed to meeting these extra needs. While some works will be delayed due to disruptions caused by the global pandemic, we are proud to be able to deliver the exciting \$105 million capital works projects listed here.

Over the next four years we will continue working with the State Government on key projects such as planning for the Frenchs Forest and Brookvale precincts, supporting in principle the Beaches Link Tunnel, delivering the turn up and go fast bus east-west transport link, and other community initiatives for the Northern Beaches.

For now, we will focus on getting beyond the impact of the pandemic by continuing to support each other. We look forward to the time when we can celebrate together and enjoy all life has to offer on the Northern Beaches.

**Michael Regan**  
Mayor

## Highlights for 2020/21

**\$12.0m** Resurface 19km roads, renew 8km footpaths and build 8km of new ones

**\$11.1m** Upgrade Mona Vale and Long Reef Surf Lifesaving Clubs

**\$7.3m** Stormwater works to reduce flooding and pollution

**\$5.0m** A new pedestrian and cycle bridge at Narrabeen Lagoon

**\$3.2m** Construct Dee Why Town Centre parks in St Davids Avenue and Triangle Park

**\$2.4m** Improve wharves at Scotland Island, Church Point, Mackerel and Currawong beaches

**\$2.9m** Coastal protection at Collaroy-Narrabeen

**\$2.9m** Warriewood Valley open space, sports, traffic and transport works

**\$2.0m** Upgrade buildings at Duffys Forest Rural Fire Station and Marine Rescue Broken Bay

**\$2.0m** Improve sportsfields

**\$882k** New playground at Little Manly Point, and shade structure at Lionel Watts, Frenchs Forest, and Walter Gors, Dee Why

**\$400k** Landscaping Ivanhoe Park, Manly

**\$400k** Glen Street Theatre heating, ventilation and air conditioning

**\$378k** Youth spaces at Avalon, Newport and North Curl Curl

## Message from the Chief Executive Officer

Welcome to the Northern Beaches Council's Delivery Program 2020-2024 and Operational Plan 2020/21. This outlines our priority areas, key projects and services, and how these will be funded.



The next four years at Northern Beaches Council will see the continued dedication of Councillors and staff, working to achieve the goals of our Community Strategic Plan.

This will be against a background of significant challenges brought upon us by the global health crisis. Our Pandemic Plan has and will continue to guide our organisation; supporting our staff and most importantly protecting our community at a time when we are all vulnerable. Our most pressing need is to build resilience and support innovation in our community that will boost the recovery of our local economy. Community safety is paramount, so while some facilities may be impacted for public health and safety, this is temporary and we will get through this.

This budget and plan will undoubtedly see changes as we continue to adapt to the evolving COVID-19 situation, supporting our community and local businesses. We've started implementing a range of programs that will continue into 2020/21.

- Our Community Care Package will sustain and expand vital services to the isolated or vulnerable. Our Meals on Wheels will keep supporting those in need. Our staff continue to connect with Not for Profits and NGOs in the local government area to understand their needs, identify any gaps in the current service delivery and what we can do to help.
- Our Business Support Plan offers financial relief for impacted small businesses, including the waiving of fees, greater flexibility in operations, and support to develop their capability to help them get back on their feet.

This also includes assistance for Council tenants suffering financial hardship due to Government mandated closures.

We are also looking at additional assistance to ratepayers and those that use our services. A 50% subsidy on increases in rates and waste charges is available as well as holding off other fee increases to 1 October.

Council is the biggest employer on the Northern Beaches, and many of our contracts are with local businesses. So, it's important for many reasons that we keep operating through this. One of the initiatives that we are working on to help kick start the local economy is to defer some capital projects and undertake smaller works for our local contractors. In the coming months we'll continue to do our part and more where we can.

Our Capital Works program has been reduced so we can focus on the immediate issue of essential services to support the community and business. While this will delay the completion of non-essential works, we remain committed to delivering on priority community projects.

This Delivery Program shows how we will respond to ongoing community priorities over the next four years:

- Environment and sustainability
- Vibrant centres and business
- Health and recreation
- Community and creativity
- Planning for the future
- Connected transport

You'll find details of \$105 million worth of works in 2020/21 to improve local roads, footpaths, cycleways, parks and playgrounds, pools, sportsgrounds, stormwater system, libraries, children's centres and community buildings.

We present to you a carefully prepared budget that provides immediate support to the community, and achieves our purpose to **Deliver the highest quality service, valued and trusted by our community.**



**Ray Brownlee PSM**  
Chief Executive Officer

## Supporting the community through the COVID-19 crisis

### Council's rapid response

Council events and some services and beaches have been closed or restricted to reduce the spread of the COVID-19 virus. This is a changing situation as Council, State and Federal Governments announce protective actions we all need to undertake - the community, business and all organisations.

On 24 March and 28 April 2020 Council approved packages to support our local community and economy through the pandemic. These packages extend into 2020/21 and additional support is also provided in the budget.

### Community Care Package

Our priorities are to maintain social connection, safety, essential services and support the vulnerable in our community.

Essential social services continue such as Meals on Wheels, all childcare and vacation care. Adolescent and family counselling continues online and by phone. We have developed a 'check on your neighbour' campaign to stay connected.

We're helping local community, cultural and charity groups with actions plans and staying connected. Together we're distributing 100 boxes of fresh fruit and vegetables every weekday to vulnerable residents.

Libraries have reopened with measures implemented to keep our local community safe and well.

As demands on community service providers increase, Council will help to fill the gaps, especially for charity and not-for-profit groups. Initially this is focused on services for the vulnerable, as well as youth and family, seniors, disabled, new migrants, and those experiencing employment or financial issues.

### Rates, fees and charges package

Under s356 of the Local Government Act, \$4.3 million in financial assistance will be offered to all ratepayers through a subsidy of the equivalent of 50% of the 2020/21 increase in rates and domestic waste charges.

The standard domestic waste management charge in 2020/21 is \$446 per year based on the cost of the service. Applying the subsidy a ratepayer will pay \$425.50.

The Independent Pricing and Regulatory Tribunal (IPART) has determined rates in 2020/21 may increase by a maximum of 2.6%. Applying the rate peg along with the 50% subsidy, ratepayers will collectively pay 1.3% more in rates in 2020/21.

Ratepayers will also have more time to pay the first rates instalment. The due date for payment will be deferred to 30 September 2020 instead of 31 August 2020.

Other fees will remain at 2019/20 pricing for the first three months of the financial year. Deferring increases in fees until 1 October 2020 provides savings of \$0.7 million for the community.

## Impact of COVID-19 Crisis on Council's operations

Our financial position in 2020/21 will be temporarily impacted by the COVID-19 pandemic, and result in a projected operating deficit before capital grants and contributions of **\$7.5 million**.

The financial impact of COVID-19 is anticipated to be **\$12.6 million** in 2020/21. Of this, **\$6.9 million** is for supporting the community through various packages detailed in this section.

A further **\$5.7 million** are losses from closed and impacted services:

- **\$2.3 million** car parks, pay and display and other parking related income
- **\$1.6 million** aquatic centres
- **\$0.7 million** development assessments and related income
- **\$0.4 million** community centres
- **\$0.7 million** others including Glen St Theatre and Lakeside Holiday Park

### Business Support Plan

To reduce the impact of COVID-19 on the local economy, \$0.8 million support will be provided to business via temporary waiving of the fees:

- Outdoor Dining fees, up to 31 December 2020
- Footpath Merchandising fees, up to 30 September 2020
- Fire Safety annual fees, up to 30 September 2020
- Environmental Health Inspection (annual fees and first inspection fees), up to 31 August 2020

Other initiatives to support business include:

- Local Business Support webpage and Beaches Biz News
- Helping businesses build digital and social media capacity
- Rates and Charges Hardship Policy for eligible small business ratepayers

### Council tenant support package

Targeted support of up to \$1.1 million for Council tenants experiencing financial hardship as a result of the Government mandated closures to stop the spread of COVID-19. Eligible tenants may receive:

- Annual rentals or fees waived, discounted or deferred for up to six months (backdated to commence at 1 April)
- Extension of leases/licenses by six months, where agreements are due to expire within 18 months.

### Keep updated

Our response will continue to evolve. See our webpage for the latest on Council services, support and information from all levels of government. ['Managing the Risk – Information on COVID-19'](#)



# Introduction



## Our Elected Council

On 12 May 2016, the Governor of NSW proclaimed the merger of the former Manly, Warringah and Pittwater Councils and the creation of the Northern Beaches Council. The first elections of the new Council were held on 9 September 2017 and fifteen Councillors were elected to represent the Northern Beaches community for the term 2017 - 2020.

The NSW Government in response to the COVID-19 pandemic has made the decision to postpone the September 2020 local government elections. It is the NSW Government's intention that these election will be held in September 2021. Current councillors will continue to hold civic office until the rescheduled local government elections are held. Mayors elected in September 2019 will continue to hold office until September 2021 once the new election date is gazetted.

Northern Beaches Council's Mayor and Deputy Mayor are elected by Councillors. The Mayor, Michael Regan and Deputy Mayor, Candy Bingham were elected on 24 September 2019. The Mayor Michael Regan will hold office until the next election. The Deputy Mayor Candy Bingham was elected for a one year term.

### Curl Curl Ward

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**Michael Regan** (Mayor) | 9942 2422  
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**David Walton** | 0427 741 824  
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**Natalie Warren** | 0427 495 229  
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### Narrabeen Ward

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**Rory Amon** | 0418 497 223  
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**Vincent De Luca OAM** | 0427 218 553  
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**Sue Heins** | 0427 226 453  
Sue.Heins@northernbeaches.nsw.gov.au

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**Frenchs Forest Ward**

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**Roslyn Harrison** | 0427 329 907  
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**Penny Philpott** | 0429 220 208  
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**Stuart Sprott** | 0408 678 480  
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**Pittwater Ward**

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**Kylie Ferguson** | 0481 000 170  
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**Alex McTaggart** | 0411 779 585  
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**Ian White** | 0428 949 580  
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**Manly Ward**

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**Candy Bingham** (Deputy Mayor) | 0418 430 544  
Candy.Bingham@northernbeaches.nsw.gov.au



**Pat Daley OAM** | 0428 203 347  
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**Sarah Grattan** | 0427 745 673  
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## Our community and its vision

### Environment



**254 km<sup>2</sup>**

Land



**114 km<sup>2</sup>**

National Parks



**17 km<sup>2</sup>**

Bushland



**1,460**

Native Plant Species



**540**

Native Animal Species



**80 km**

Coastline



**4**

Coastal Lagoons



**14 km<sup>2</sup>**

Public Open Space



**7**

Catchments

### Economy



**109,144**

Local Jobs



**32,672**

Local Businesses



**52%**

Working Residents  
Work Locally



**63%**

Have a Full Time Job



**\$16.73b**

(GRP) Size of the  
Local Economy



**18%**

Residents Travel to Work  
by Public Transport



**60%**

Residents Travel to  
Work by Vehicle



**54%**

Have a Tertiary  
Qualification

Community



**122**

Sportsfields



**254**

Playgrounds



**15**

Rockpools



**2**

Aquatic Centres



**3**

Theatres/Galleries



**21**

Surf Club Buildings



**41**

Community Centres



**6**

Libraries



**15**

Council Child Care Sites



**271,519**

Population Now



**101,630**

Dwellings

Governance



**15**

Local Councillors



**4**

State Members



**2**

Federal Representatives



**21,000**

On Community Engagement Register



**22%**

Residents are Volunteers



**136**

Registered Community Groups



**85**

People on Strategic Reference Groups

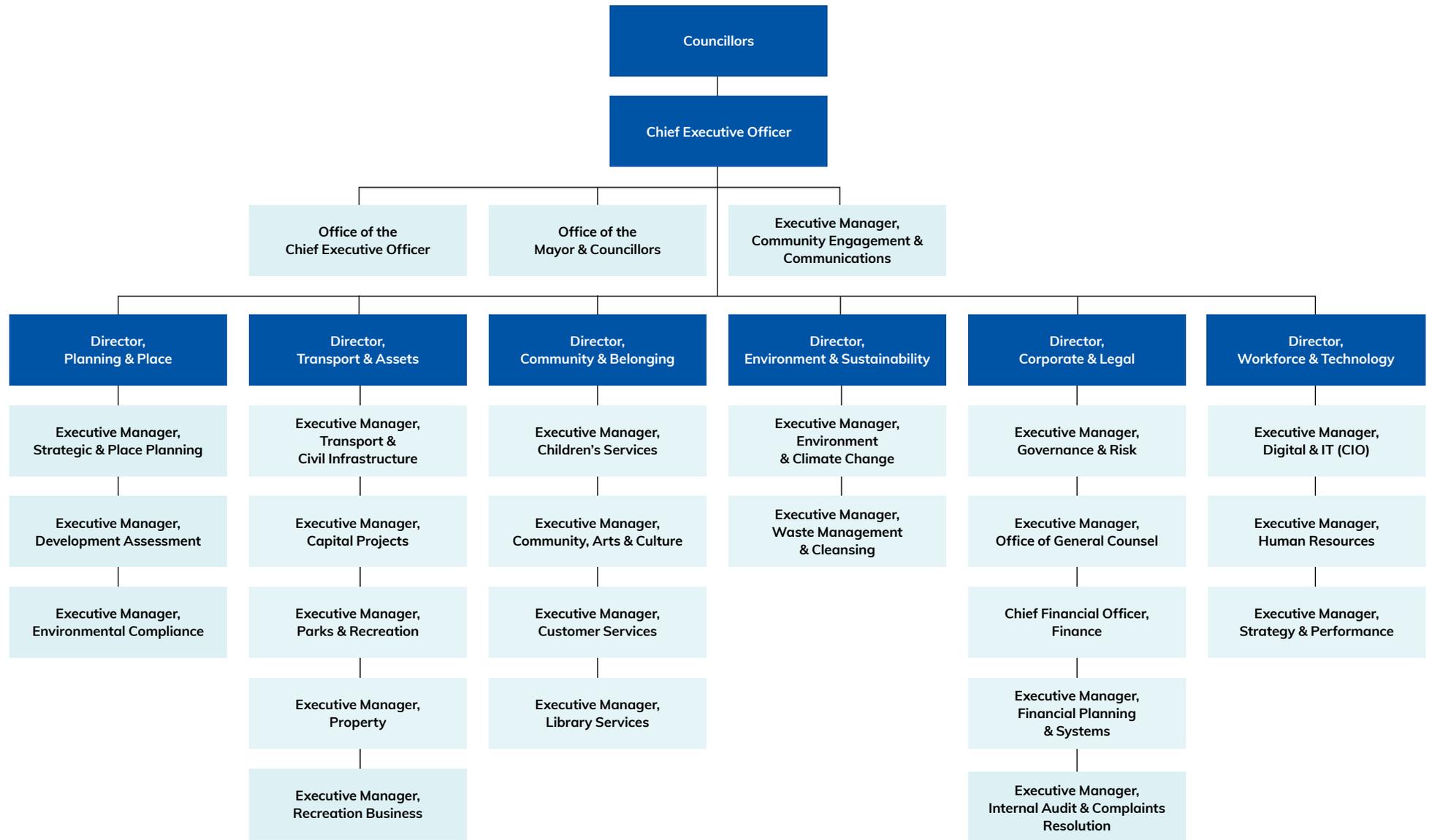
### Our Community's Vision

Northern Beaches - a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.

### Our Purpose

Delivering the highest quality service, valued and trusted by our community.





## Our Values

### Corporate Values

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#### Trust

##### being open brings out our best

- Be transparent and honest through open two way communication
- Be sincere by actively listening to others and encouraging a shared understanding
- Be courageous by taking and sharing accountability
- Be adaptable and receptive to change

#### Service

##### we care as custodians for the community

- Be focused on delivering the highest quality service in everything we do
- Be proactive and take ownership of the service provided internally and externally
- Be dedicated to making a difference to our community, protecting our environment and encouraging innovation
- Be proud to promote our vision and values

#### Integrity

##### we are proud of doing what we say

- Be reliable by honouring promises and meeting goals and deadlines
  - Be honest by taking responsibility for your decisions and actions
  - Be confident towards challenges in the pursuit for excellence
  - Be familiar with policies and procedures and act lawfully at all times
-

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## Respect

### valuing everyone is how we make a difference

- Be inclusive and culturally aware of others
- Be polite and have a genuine concern for the wellbeing of others
- Be prepared to give and receive feedback
- Be aware of your personal impact on others

## Teamwork

### working together delivers

- Be caring by thinking of the needs of others
- Be flexible to focus on a common goal by considering the diverse views of others
- Be loyal, supportive and helpful towards other people to develop harmonious relationships
- Be open to share knowledge and to recognise the contributions of others

## Leadership

### everyone has a leading role

- Be encouraging of others to enable problem solving and innovative ideas
- Be inspiring by fostering a workplace that supports continuous learning and efficiency
- Be work safe
- Be a role model of the values and behaviours

## Planning and reporting framework

The Integrated Planning and Reporting framework<sup>1</sup> requires every NSW council to undertake long term planning, based on comprehensive community engagement, and resourced by robust plans for finances, assets and workforce.

<sup>1</sup> NSW Local Government Act 1993 Sections 402-407

This provides a systematic and rigorous approach for making well-tuned plans that align with our community's vision and priorities, as well as Government priorities and plans for the region.

### Comprehensive plans

The framework lays out where we are heading for at least the next 10 years, backed up by detailed plans for the short and medium-terms. This provides the community and Council with a clear picture of:

- Where we want to go in the long term
  - The Local Strategic Planning Statement (LSPS) sets our land use vision, principles, priorities, and actions for 20 years
  - The Community Strategic Plan (CSP) defines our community's vision and aspirations for the next 10 years
- How we plan to get there (Delivery Program, Operational Plan, Resourcing Strategy)
- How we will report our progress (quarterly, annual and end-of-term reports)

This framework ensures that our plans are in tune with our community, and our implementation is transparent and accountable.

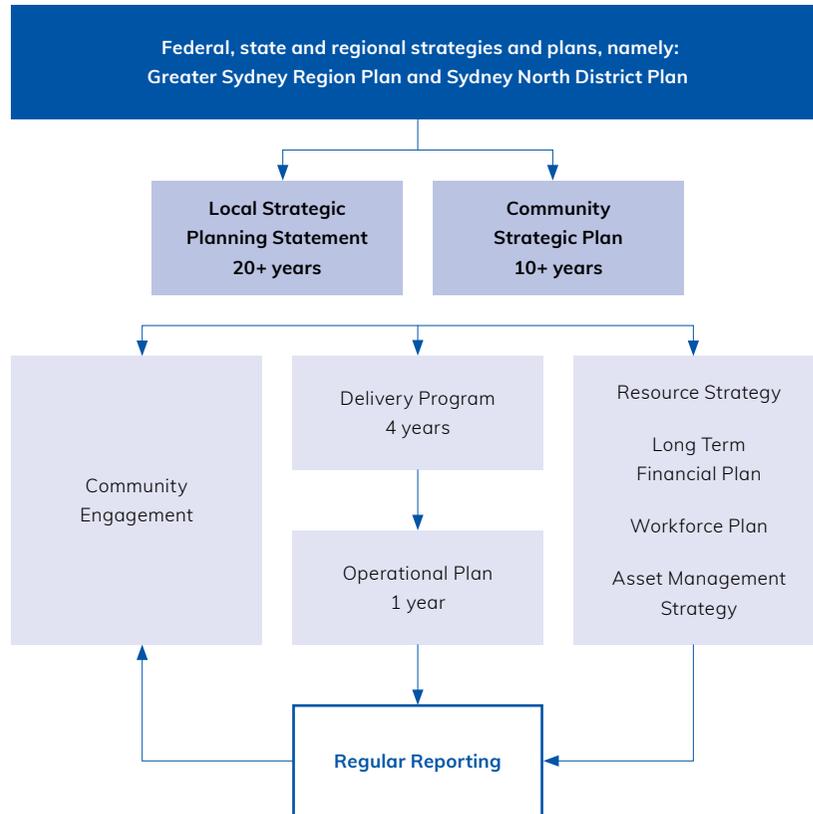
### Reporting on our progress

Capital projects are shown on an [online map](#) with monthly updates.

[Our public reports](#) show the community how all services and projects are performing. This includes qualitative and quantitative measures of progress, community survey results, trends and benchmarks. The Audit Risk and Improvement Committee also review this performance throughout the year.

### Integrated Planning and Reporting Framework

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## Community Strategic Plan

Our Community Strategic Plan (CSP) is our roadmap for the future of the Northern Beaches. It defines the community's vision and sets a direction for everything we do over the coming years to make the vision a reality.

The CSP highlights a strong shared desire to protect and enhance the natural and built environments, to create more connected and caring communities, to embrace our diverse sports and recreational culture, and to live more sustainably in balance with the environment. The community's vision has been captured by the CSP:

**Northern Beaches - a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.**

The responsibility for making this vision a reality rests with everyone. We look forward to working in close collaboration with the community, key partners and stakeholders in making the Northern Beaches an even better place to live, work and play.

How the community wants us to approach this is captured in the CSP's community outcomes and 22 goals. These are outlined overleaf, and help drive our services. The Delivery Program also cross references these goals for every service and project, giving a comprehensive view of how we are responding to community needs and aspirations.

The CSP is supported by the Resourcing Strategy, which outlines the three key resources needed to meet our commitments over the long term:

- Workforce Plan - for a capable and engaged workforce.
- Asset Management Strategy - on how we will manage our assets using a lifecycle approach which supports services.
- Long Term Financial Plan - to ensure that we are financially viable, adequately funded and a sustainable organisation.

The Resourcing Strategy is in a separate booklet available online, and will next be updated in 2022.



● Environment

Protection of the Environment	<b>Goal 1</b> Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations	<b>Goal 2</b> Our environment and community are resilient to natural hazards and climate change	<b>Goal 3</b> Our community is well-supported in protecting the environment
Environmental Sustainability	<b>Goal 4</b> Our Council is recognised as a community leader in environmental sustainability	<b>Goal 5</b> Our built environment is developed in line with best practice sustainability principles	<b>Goal 6</b> Our community will continue to work towards sustainable use of resources

● Social

Places for People	<b>Goal 7</b> Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community	<b>Goal 8</b> Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing	<b>Goal 9</b> Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities
Community and Belonging	<b>Goal 10</b> Our community is stimulated through a diverse range of cultural and creative activities and events	<b>Goal 11</b> Our community feels safe and supported	<b>Goal 12</b> Our community is friendly and supportive

● Economic

Vibrant Local Economy	<b>Goal 13</b> Our businesses are well-connected and thrive in an environment that supports innovation and economic growth	<b>Goal 14</b> Our economy provides opportunities that match the skills and needs of the population	<b>Goal 15</b> Our centres attract a diverse range of businesses providing opportunities for work, education, leisure and social life
Transport, Infrastructure and Connectivity	<b>Goal 16</b> Our integrated transport network meet the needs of our community	<b>Goal 17</b> Our community can safely and efficiently travel within and beyond Northern Beaches	<b>Goal 18</b> Our community can easily connect and communicate through reliable communication technologies

● Civic

Good Governance	<b>Goal 19</b> Our council is transparent and trusted to make decisions that reflect the values of the community	<b>Goal 20</b> Our Council efficiently and effectively responds to, and delivers on the evolving needs of the community
Partnership and Participation	<b>Goal 21</b> Our community is actively engaged in decision making processes	<b>Goal 22</b> Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community

## Responding to our community

Community engagement, participation and responding to our customers are vital to local democracy. We're building more ways for you to get informed and involved, using a variety of channels.

### Developing the Delivery Program

During 2017 and 2018, over 2,000 people contributed their time and insights to help develop our first Delivery Program. This was achieved through community workshops, focus groups, an online survey, Budget Roadshows and submissions. The community priorities arising from this shaped our medium-term goals and actions. Then, we fine-tuned the planned actions in response to our progress to date, community feedback and emerging issues and partnerships. Over 2,000 people gave feedback on the exhibition of this Delivery Program.

### Engage on our services and projects

Council's experienced and dedicated Community Engagement and Communications teams regularly inform and engage with the community. This is complemented by specialist staff who engage with our key stakeholders and community groups. Your local needs and local knowledge are a priority to us. We capture your invaluable feedback and ideas so we can shape and improve our strategies, plans and projects.

Community engagement on our projects is vital to our project planning and is tailored. Projects listed in the Delivery Program are at varying stages of community engagement. For major projects there may be several stages involved. There are many opportunities throughout the year to give us your feedback. [Register here](#)

Engagement opportunities include:

- Online engagement via our webpage and social media
- Drop-in sessions
- Workshops
- Multi-stage engagement for complex projects
- Dedicated working or advisory groups
- Online project updates.

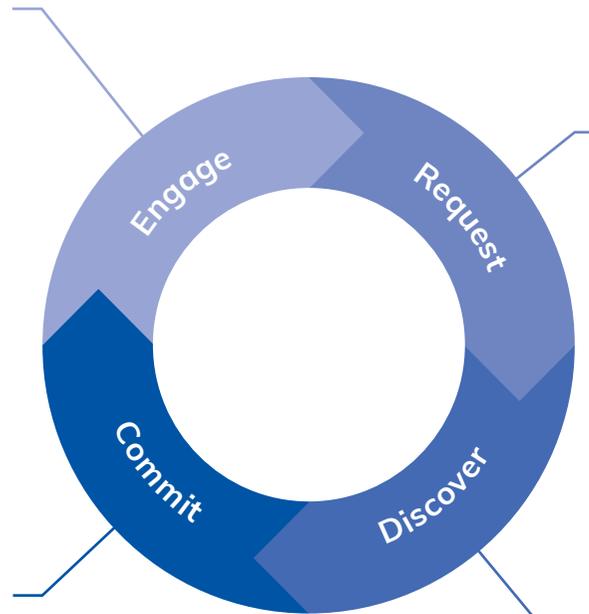
We are always looking for more and different ways you can get involved. Get as involved as you want in the way and at the level you want and on a channel that suits you.

Some of our services conduct dedicated client feedback surveys during the year. eg. Library, Children's and Customer Services. We also conduct a biennial community survey which captures community satisfaction with our services.

**Get involved**

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- Your Say
- Social Media
- Face to Face sessions
- Submissions
- Surveys



- Customer service
- Online requests
- Place Co-ordinators
- Complaints resolution

- Working/Advisory /Strategic Reference Groups
- Committees
- Volunteers

- Website
  - Brochures
  - Newsletter
  - Social media
  - Local media
-

### **Enquire and request**

We also respond to community enquiries, information and feedback through these avenues:

- Customer Service Hotline 1300 434 434
- 24/7 Online Customer Service
- Walk-in Customer Service Centres at Avalon Mona Vale, Dee Why and Manly open Monday to Friday 8.30am to 5pm
- Online complaints and compliments
- Place Co-ordinators and Public Place Officers for villages and town centres
- Maintenance request for facilities, public places and commercial centres

### **Be committed**

Our Strategic Reference Groups (SRGs) assist Council's decision-making, through advice and feedback on a range of issues. They help shape our plans, policies and strategic outcomes, with informed consideration of needs across the Northern Beaches. Our six SRGs address these themes:

- Environment
- Places for People
- Community and Belonging
- Economic and Smart Communities
- Transport and Travel
- Partnership and Participation

These SRGs will continue through to September 2021.

A Youth Advisory Group provides insights into the needs of the young people in our community. A range of community committees address specific operations such as traffic, community safety, flood risk and State Parks. We also recognise and communicate with over 130 community groups.

If you'd like to make a difference and get involved in the services Council delivers, our dedicated Volunteer Co-ordinator organises and inducts volunteers across our Bushcare, libraries, events, Meals on Wheels and other community services.

**We're advocating for you**

Council works collaboratively with the NSW Government and other stakeholders to advocate strongly for local needs.

What have we achieved together:

- B-Line public transport with feeder services and parking
- Frenchs Forest works for roads, pedestrians and cyclists
- Strategic planning for our landuse, environment and transport
- All-abilities playgrounds
- Church Point Carpark
- Funding for a new Mona Vale SLSC
- Active to Schools program for safe walking and cycling

What are we working on:

- Public health protection
- Business and community support during the COVID-19 pandemic
- Bushfire, erosion and flood risks
- Planning for our society, economy, housing and public transport
- University presence
- East-west rapid bus transport
- Beaches Link Tunnel
- Mona Vale Road widening
- Wakehurst Parkway flood reduction
- Scotland Island wastewater
- Frenchs Forest education and recreation precinct
- Coast Walk and associated cycleway

## Our finances

The budget is focused on supporting our community through the COVID-19 pandemic, maintaining existing service levels to the community and delivering on key capital projects.

The 2020/21 budget projects a total expenditure of \$451 million, including a capital works program of \$105 million. Our financial position will be temporarily impacted by the financial implications of the COVID-19 pandemic, with a projected operating deficit before capital grants and contributions of \$7.5 million.

We have been responding and developing response strategies to the many impacts for both Council and the community of the current COVID-19 pandemic. Council's support package provides for the waiving of fees for environmental health, fire safety, outdoor dining and footpath merchandising, plus a number of other measures to continue to support small businesses.

Council has developed an approach to provide financial assistance to lessees and licensees of Council properties.

The financial hardship process has been simplified to enable impacted ratepayers to defer rates payments, and waive associated interest.

We're providing further relief to households and businesses. This includes a \$4.3m subsidy to ratepayers equivalent of 50% of the increases due to the rate peg and domestic waste charges proposed as well as deferring the due date of the first rates payment by one month to 30 September 2020

The Council is also incurring financial losses, resulting from the restrictions on or closing of some of its services. The financial impacts are forecast to result in a \$12.6 million net cost for the 2020/21 financial year. This includes up to \$6.9 million to support small businesses and the community.

Despite the temporary impacts of the COVID-19 pandemic, our scale and capacity allows us to deliver greater benefits to the community, namely through better regional strategic and environmental planning; and a stronger advocacy position on the issues that matter to the community such as transport, health, housing and employment.

Operational

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Capital Works

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**\$374.8m**

Income from continuing operations

-

**\$346.1m**

Expenses from continuing operations

-

**\$36.2m**

Capital grant income

=

**(\$7.5m)**

Deficit from continuing operations

**\$63.3m**

New works

+

**\$41.3m**

Renewal works\*

=

**\$104.6m**

Total works

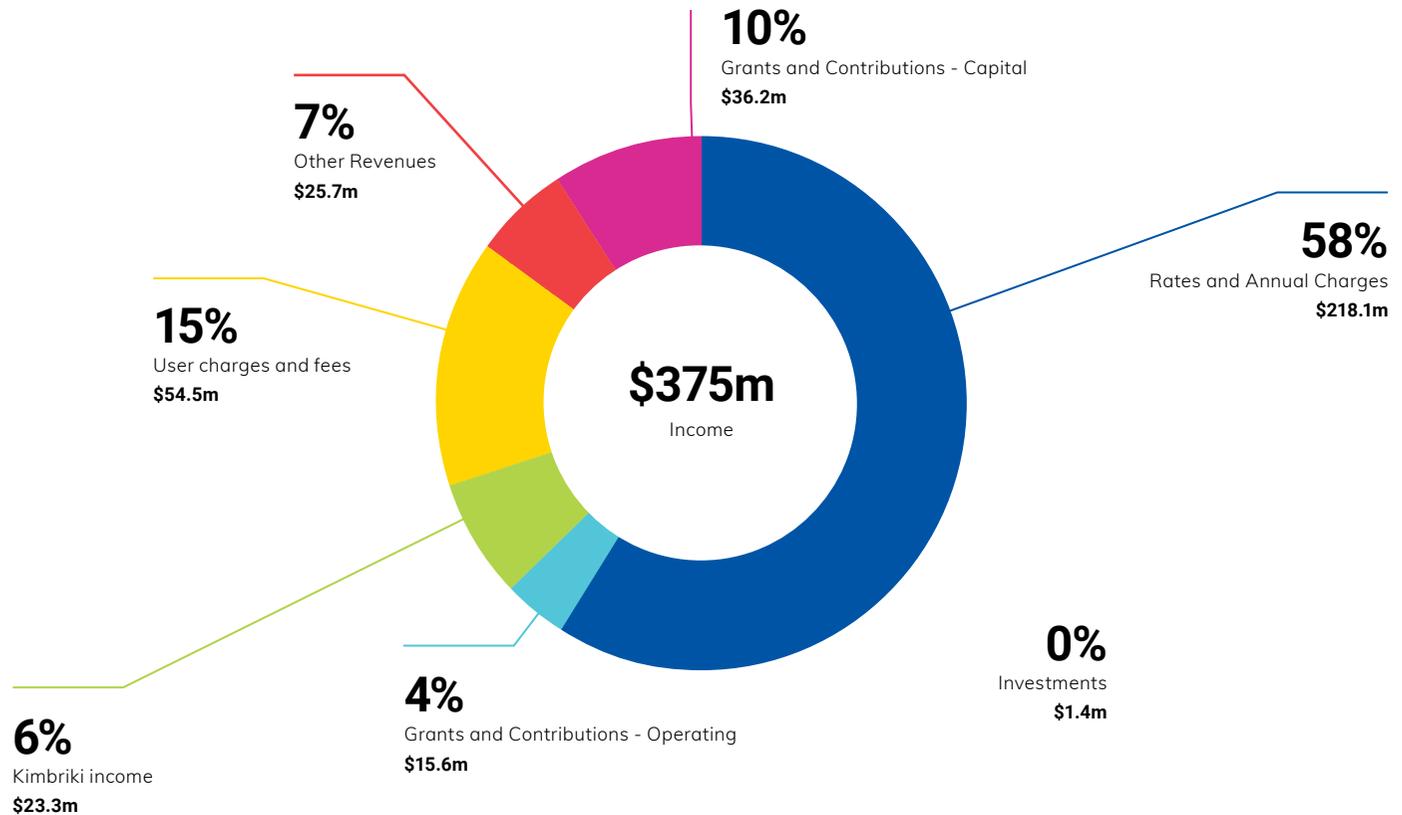
\* Renewal works are those that return an asset to its 'as new' condition e.g. for a road it includes resealing the surface

## Funding summary

The following shows the breakdown of total income from continuing operations by funding source

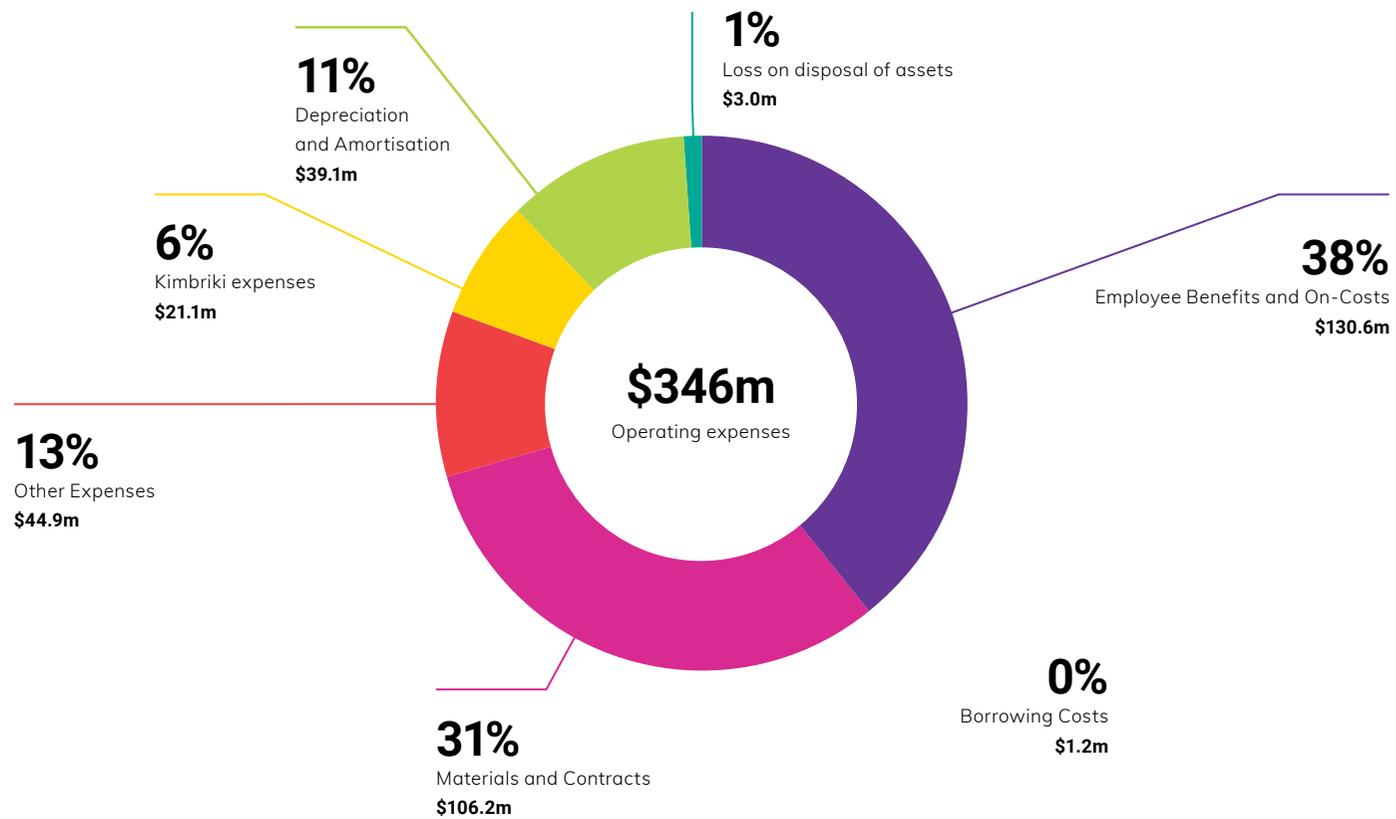
Where does the income come from?

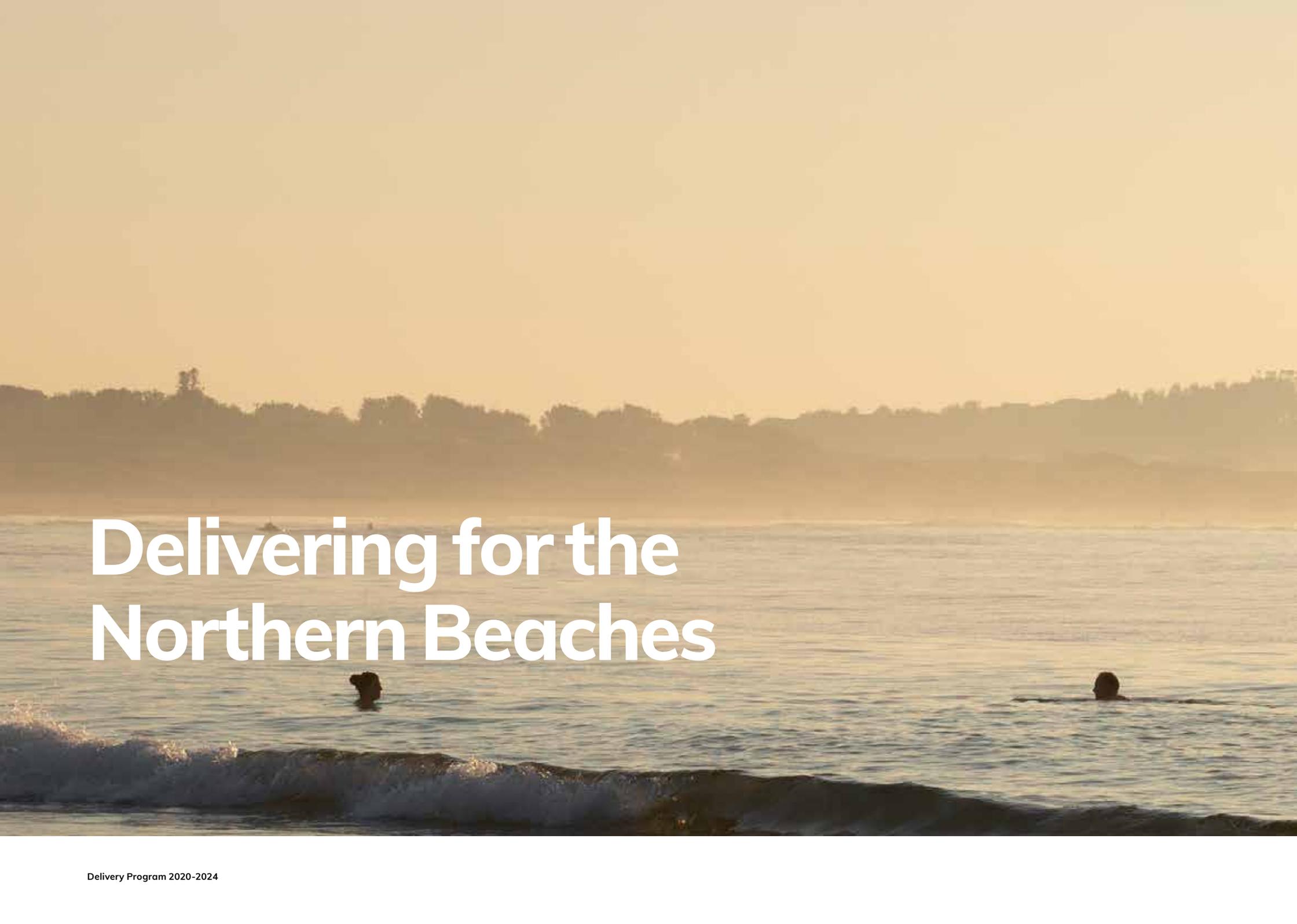
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## Where is the money spent?

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A serene sunset scene over a body of water. The sky is a warm, golden-orange color, and the water reflects this light. In the foreground, a small wave is breaking. In the middle ground, two people are swimming in the water, their heads and shoulders visible. The background shows a dark silhouette of a forested shoreline.

# Delivering for the Northern Beaches



## Priority areas

This Delivery Program is our plan for the next four years to continue providing our community with great services and facilities and delivering some exciting new projects. It's also our plan to address some very real challenges and opportunities that lie ahead for our community.

Being in tune with our community is vital. We've captured the aspirations and needs of thousands of residents through extensive engagement during 2017 and 2018. The community priorities were:

- Environment and sustainability
- Health and recreation
- Planning for the future
- Community and creativity
- Vibrant centres and business
- Connected transport

We heard in engaging with our community that they value the services and facilities we provide. However, our efforts are not addressing some of the critical priorities of our community. We can't continue to do what we have always done and expect this will bridge the gap. We need to take a different approach.

These priority projects will advance the long term strategies identified in the CSP. Through our service areas we will work alongside key stakeholders to deliver these improvements, ensuring our community vision is achieved.

These key priorities build on and leverage existing NSW Government activities and plans. They focus on delivering practical initiatives to drive improvements for the Northern Beaches community.

## Challenges

- Public health risks, social isolation, and increased mental health issues
- Reducing the impacts on natural and built environment from urban life, natural hazards and climate change
- Attracting and retaining businesses and jobs on the Northern Beaches
- Traffic and transport congestion and a high level of car dependency
- Lack of affordable housing options
- Equity of access to support services across the Northern Beaches
- Equitable access to recreational facilities
- Retaining young adults to reside in the area and sustain family connection
- The impact of population growth including the timing and delivery of new infrastructure and services
- Providing for an ageing population

## Opportunities

- Enhancing Council, not-for-profit and volunteer services for the vulnerable
- Protecting and connecting bushland in natural areas and non-urban land to enhance habitat area, resilience and wildlife corridors
- Enhancing urban trees and restoring catchments to improve the health of urban and natural areas
- Creating vibrant communities and villages through festivals, events and arts and cultural activities
- Developing partnerships to provide better infrastructure and services
- Drawing on our residents' involvement to build community cohesion
- Leveraging off technology to provide solutions for environmental, social and economic challenges
- Expanding housing choice to improve affordability and inclusive communities
- Planning on a regional basis for the whole of the Northern Beaches
- Building on our existing tourism and visitor economy
- Using our strategic capacity to advocate and partner with the NSW Government and key stakeholders

## Environment and sustainability

Leading and enabling our community to live sustainably and protect biodiversity. We take action locally to tackle complex environmental challenges related to climate change, population growth, consumption and waste.

### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

Our programs manage, protect and enhance our unique environment across a range of habitats: over 17km<sup>2</sup> of bushland, 80km of coastline, estuaries at Pittwater and Middle Harbour, beaches, dune systems, coastal lagoons and other wetlands, as well as seven major catchments and 256kms of creeks.

#### Environment and Climate Change Strategy

Our new Environment and Climate Change Strategy, includes long-term goals for our coast, bushland, waterways, catchments, biodiversity and built areas. It also shows how Council and the community will mitigate and adapt to climate change by

- Reducing impacts of energy and water use and carbon emissions
- Increasing green neighbourhoods
- Enhancing a sustainable built environment
- Improving the resilience of the community, environment and our infrastructure to natural hazards and climate change.

We are developing a series of four-year action plans to implement the strategy.

#### Cities Power Partnership

Council has joined the national Cities Power Partnership program to reduce our carbon emissions, along with other Australian towns and cities. Council will reduce its water and energy use, funded by \$1.7 million\* of improvements. This includes installing solar panels and undertaking energy efficiency works across Council's facilities.

Our 'partnership pledges' are incorporated into our Environment and Climate Change Strategy, and focus on renewable energy, sustainable transport, energy efficiency and carbon emissions. They address how the community and Council can improve our energy profile.

#### Reducing emissions now

Over some years, we've been implementing energy efficient solutions across our buildings, sportsfields, aquatic centres and vehicle fleet. With solar panels at more than 38 sites we are generating over 680,000 kWh of energy a year. We've also replaced thousands of street lights with efficient LEDs. More initiatives to reduce energy and water use will include:

- Solar panels at Manly Aquatic Centre
- Reduce water and energy use at events
- More efficient lighting of sportsfields
- Online information hub to increase community uptake of solar power, and water and energy efficiency
- Working with Sydney Water to deliver water savings in businesses
- Active travel projects to provide better paths and cycling connections
- Sustainability planning for Frenchs Forest Precinct, with a Green Star rating.

Our annual program of works on all our buildings and amenities also improves our energy and water efficiency.

### **Fire and other natural hazards \$13.3m\***

Council partners with various agencies on strategic fire, emergency and hazard management. We're actively engaged in managing risks of bushfire, coastal erosion and inundation, flooding and landslips.

Council works closely with other agencies to plan for and manage bushfire risk. The Bushfire Risk Management Plan sets out a five-year program of coordinated actions to reduce the risk of bushfire to assets including: maintaining fire trails and vegetation, community education and controls on development. Together with the Rural Fire Service and Fire and Rescue NSW we undertake an annual program of hazard reduction burns, with a current list of planned burns shown on our website.

We'll improve emergency service buildings with \$2.6m\* of works, such as RFS and Marine Rescue. We're also tackling coastal hazards at Collaroy-Narrabeen and enhancing foreshore seawalls with over \$10.7m\* of works.

Coastal Management Actions are being developed to reduce flood hazards in coastal catchments. This includes management controls for flood risk, flood prediction models and a warning system. Key headlands are also monitored for stability.

### **Bushland and biodiversity**

Council actively monitors and manages our bushland and biodiversity, based on extensive studies, plans and best practice. We're regenerating bushland, controlling invasive pest species, and protecting our native animals and plants.

### **Catchments and Stormwater \$34m\***

We manage a stormwater system worth over \$950 million, with more than 60,000 pits, pipes and gross pollutant traps. Our stormwater asset management plan guides how we maintain and renew this system to prevent flooding, pollution and protect downstream creeks and estuaries.

We monitor water quality and the health of our estuaries, to help prioritise actions needed in our catchments. We also play a vital role in ensuring developments appropriately address erosion, and maintain and improve water quality within catchments.

\*Funding in the Delivery Program over the next four years

### Community education and volunteers

Our environment centres at Narrabeen and Manly educate over 20,000 people a year on sustainable living, our environment and biodiversity. Over 300 volunteers help to rehabilitate bushland, grow native seedlings, and monitor our environment. The centres' programs include native beehives for schools; developing nurseries and community gardens; and education on our coast and wildlife.

Our waste education helps all residents to reduce their waste footprint. The focus is on reducing single-use plastic, responsible shopping and waste management, reuse of unwanted goods, litter and illegal dumping, sustainable events and business practices.

### Innovative waste and cleansing solutions

New contracts for domestic waste collection and processing commenced in July 2019. By processing the contents of red garbage bins we are reducing emissions by over 43,200 tonnes of CO<sub>2</sub> per year since 2019/20. We'll also investigate emerging and innovative technologies to increase our recovery, reduce waste to landfill and create a more resilient circular economy.

Our cleansing program includes street sweeping, beach raking, graffiti and litter removal. These services maintain the amenity of the area for everyone, and also protect the environment by preventing litter and debris from entering waterways and oceans. Street sweepings and beach waste are processed into road base material, reducing waste to landfill and saving on disposal costs.

### Kimbriki \$23.1m\*

More works and equipment will improve Kimbriki's resource recovery and landfill operations. Onsite we've been creating a 'social enterprise precinct' to help residents to reduce their waste footprint – with practical, informative workshops that encourage responsible buying practices and minimise the waste going to landfill. Currently home to 'Bikes 4 Life', this social enterprise has also been repairing and delivering bikes, bike parts and repair facilities to communities in need.

### Key partners

- Local community
- Local businesses
- Climate Council of Australia
- NSW Planning, Industry and Environment
- Electricity and water providers
- NSW Rural Fire Service
- NSW Fire and Rescue
- NSW State Emergency Service
- NSW Police



## Health and recreation

We support our community's wellbeing and by providing inviting and accessible places to connect, be active and to enjoy the outdoors.

### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

Development of policies and long-term strategic plans guide the provision and management of open spaces and recreational facilities to meet current and future needs of our community.

Each year over 45,000 activities are booked on our open space areas and sporting facilities, across a range of sports and events. Our professional lifeguards are highly trained and proactive, to provide for your safety and amenity at our 21 beaches, together with local Surf Life Saving volunteers.

### Planning

The Open Space and Recreation Strategy will be developed to guide the provision and use of open spaces on the Northern Beaches for the next 15 years to meet current and future needs. This includes our parks, beaches, tracks and trails, recreation facilities, playgrounds and recreational use of bushland.

An outdoor cycling action plan will also be developed to guide how we cater for all cycling including mountain biking and BMX.

### Sportsgrounds \$12.6m\*

Our Sportsgrounds Strategy is guiding investment in improvements, maintenance and new sportsgrounds and associated facilities throughout the Northern Beaches. This includes converting grass sportsfields to synthetic at Miller Reserve (Manly Vale), upgrading Brookvale Oval, completing Boondah Road Sports Courts (Warriewood) and improving lighting at a range of locations.

### Sports buildings and centres \$5.9m\*

Sports buildings and centres are maintained and their accessibility improved, including amenities and change rooms. Upcoming works include a variety of sports buildings, aquatic centres and golf driving range, to name a few. We also support sports clubs with grants totalling \$100,000 a year for their capital improvements.

### Youth facilities \$1.8m\*

Funding has been set aside for the development of youth-inclusive recreational spaces aiming to enhance existing sites (e.g. skate parks) or develop new sites (e.g. multi-purpose courts, handball, parkour, graffiti walls). This includes a new youth facility at North Curl Curl and installation of fitness equipment at Lionel Watts, Frenchs Forest. BMX facilities at Avalon will also be provided, along with a Youth Hub at Newport.

### Beaches and foreshores \$30.7m\*

Work on beach buildings encompasses Surf Life Saving Clubs (SLSC) and Swim Clubs, including their accessibility, such as Mona Vale, Long Reef and Collaroy. We will also continue trialling innovative technology to monitor beach conditions and visitor numbers at Manly and Shelly Beaches.

Many of our foreshore reserves will have major improvements including Lagoon Park (Manly), and beach reserves at Mona Vale, Freshwater, Little Manly and Clontarf. There will be better public amenities at Whale, Clontarf and Shelly beaches.

Ageing seawalls around the Pittwater waterway will be improved, and dinghy storage racks installed where needed.

**Rockpools and tidal pools \$4.5m\***

Beach rockpools are undergoing renewal along the coastline. Of the harbour tidal pools, work to reconstruct Forty Baskets Pool is funded, as is netting of Clontarf and Manly Cove Tidal Pools, all done sensitively to protect the rare White's Seahorse.

**Playgrounds \$4.6m\***

A focused proactive program ensures that over 250 playgrounds are well maintained. All upgrades to playgrounds are designed to improve inclusion for children of all abilities. A new playground will be constructed at Clontarf Beach and major upgrades are planned for other playgrounds. This follows the unprecedented investment of over \$10 million into our playgrounds since the Council was formed.

**Trails and boardwalks \$6.7m\***

Trails across the area continue to be maintained and improved, with new sections being created. Some focus sites include the accessible boardwalk connection between Curl Curl and Freshwater, upgrades to the Manly Scenic Walkway and to some sections of the Coast Walk.

**Other open space improvements \$14.5m\***

A large program of works will make our open spaces safe and fit for purpose, including new pathways and lighting. A range of public amenities will be also be improved across our reserves, and we'll be installing public defibrillators in Manly.

Key projects include public and recreation spaces in Warriewood Valley, Currawong Cottages, games room and related facilities (Currawong Beach), Sydney Lakeside Holiday Park (North Narrabeen), and Ivanhoe Park (Manly).

**Keeping the canopy**

Our Urban Tree Canopy Plan will improve and protect one of our area's greatest assets - our trees. Some 5,000 trees will be planted each year across our streets, gardens, reserves and bushland. This program will be supported by more information and advice on retaining trees and planting the right trees in the right location.

**Key partners**

- Local community and visitors
- Local community, sport and recreation groups
- Surf Life Saving Sydney Northern Beaches
- NSW Government

\*Funding in the Delivery Program over the next four years

## Planning for the future

We are working with the community to plan for a future that is liveable and sustainable. We will protect our environment and neighbourhoods, and support infrastructure and local jobs.

### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

#### Strategic planning

To cater for projected population growth to between 292,000 and 309,000 in 2036 the Northern Beaches Housing Strategy will respond to the NSW Government's Sydney North District Plan.

The foundational work with our community has been completed over the last two years, with the development of 2040 - Local Strategic Planning Statement - A 20 year land-use vision for the Northern Beaches (LSPS).

The next step, the Housing Strategy, will identify how Council will meet housing targets established for the next 20 years.

This will draw on studies and consultation on the needs of the local community; plans for the delivery of required infrastructure (transport, schools, hospitals and open space); needs for employment and transport; and impacts on the environment and local character. It will look at the capacity for affordable and adaptable housing in new developments.

#### Local Environmental Plan (LEP)

Over the next two years, we will work with the community and other stakeholders to develop a single LEP for the Northern Beaches. The LEP outcomes will be consistent with the LSPS and Housing Strategy. This will replace the four existing LEPs from the former councils, and establish the statutory context for future development. While it will respond to the uniqueness of various locations across the Northern Beaches, it will help deliver a consistent, sustainable and coordinated approach to planning the area.

#### Health precinct at Frenchs Forest

Over the next 20 years, Frenchs Forest will become a strategic centre on the Northern Beaches. We're working with NSW Planning, Industry and Environment to prepare a plan for the health precinct in Frenchs Forest.

This implements the first phase of our Northern Beaches Hospital Precinct Structure Plan and will aid in establishing a vibrant new town centre next to the hospital, creating a new destination and focal point for the community. It will include a variety of new housing and employment opportunities, along with new transport infrastructure.

#### Ingleside precinct

The NSW Government has placed the Ingleside Precinct on hold. Council is working with the government and the local community to establish the bushfire evacuation capacity of the precinct, and whether further development can safely be supported.

#### University on the beaches

Council is investigating the feasibility of a university campus being established on the Northern Beaches. This includes exploring potential locations and understanding community benefits.

#### Key partners

- Local community
- Green Building Council of Australia
- NSW Planning, Industry and Environment
- Greater Sydney Commission Transport for NSW
- Infrastructure NSW
- NSW Department of Education



## Community and creativity

We enhance our public places and community cohesion through social services, arts, creativity, libraries and inclusion

### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

We support and promote a safe, inclusive and connected community through leading and enabling a wide range of social, cultural and creative initiatives. These initiatives build social capital, community resilience and wellbeing as well as local economies.

Each year we serve over 17,000 Meals on Wheels and open our doors to the whole community at 41 accessible and affordable community centres. We celebrate the arts and nurture creativity with some 300 events, exhibitions or performances a year, across public places, our gallery and museum, performing arts theatre and creative spaces.

#### Focus on community needs

Council provides over 100 programs, activities and events with a focus on vulnerable communities such as youth, seniors, and people affected by disability or isolation.

We're playing a leading role in supporting the community to improve mental health, and respond to and prevent suicide. We are championing a new Gatekeeper program of community mentors being trained, to help prevent suicide in our community.

#### Planning for people

We're growing participation in our thriving local arts and creativity sector with our strategy Connected Through Creativity 2029. Now we're preparing a social plan to address community needs, with goals for target groups such as youth, seniors, the vulnerable, people with disabilities, GLBTIQA+ and those from culturally and linguistically diverse origins.

#### Library service \$6.9m\*

With two-thirds of our residents being library members, we are making substantial investments in books and e-resources. We'll also improve our library service model and site facilities. This includes upgrading furnishings for Mona Vale and Forestville, and Mona Vale courtyard.

A new library strategy is being developed to focus on opportunities for improvement and expansion, in response to community need and better practices.

#### Disability inclusion \$6.5m\*

Our Disability Inclusion Action Plan (DIAP) is improving physical access to public places, events, libraries and environmental education. We're also improving our accessible communication, access to customer service information, and providing an online disability information hub.

Our online content, buildings, amenities, parks, paths and trails are undergoing audits for accessibility. Newly planned facilities will be accessible such as Warriewood Community Centre, surf clubs at Mona Vale and Long Reef, as well as amenities at West Esplanade Manly and other locations. As will new pedestrian areas at Warriewood Valley and Narrabeen bridge crossing, kerb renewals in villages and town centres, and wharf upgrades. Upcoming works in 2020/21 include Collaroy Beach accessible ramp, upgrades at Queenscliff surf club, and an inclusive playground at Clontarf.

### Community services hub

Due to open in 2020, a community service hub in Manly will deliver much needed services. This will provide a base for not-for-profit community organisations who will provide services to the most vulnerable in our community.

### Upgrades to our centres \$10.9m\*

We will continue to improve our community centres, including the Harbord Literary Institute building. A new multi-use facility within Warriewood Valley will be funded by \$7.6 million\*, to support the growing population and replace the Nelson Heather Centre.

Glen Street Theatre is focussing on growing its community with an increased emphasis on educational programming, plus improving the space with ongoing upgrades.

### Coast Walk public art \$1.7m\*

Council is implementing plans to connect and celebrate the 36km Northern Beaches Coast Walk with diverse public art commissions, wayfinding and pathways, including Aboriginal art and signs. From Manly to Palm Beach, the walk encompasses some of Sydney's most iconic locations, including world-renowned beaches and surf breaks, ocean rockpools and aquatic reserves, headlands and surf lifesaving clubs, archaeological sites and cultural heritage. The Coast Walk will create cultural and ecotourism opportunities throughout the area, building local economic capacity, while maintaining and enhancing the area's natural beauty, biodiversity and landscapes for the local community to enjoy.

### Key partners

- Local community
- Artists and arts groups
- Creative industries and cultural producers
- NSW Department of Education
- Community Centre users
- Disability advocates
- Multicultural NSW
- NSW Police
- NSW Family and Community Services and Justice

\*Funding in the Delivery Program over the next four years

## Vibrant centres and business

Vibrant town and village centres reflect our character and heritage. We encourage and support activated places that foster a sense of community, thriving small business and local employment.

### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

We foster collaborative partnerships between local businesses and key stakeholders and provide and support programs to improve social, cultural and economic vibrancy. Specialist services are provided in place co-ordination, economic development and tourism, and managing the Manly Visitor Information Centre. Town and village centres are managed and maintained by regular cleaning, waste removal and improved streetscapes.

### Economic development

Council is working with local businesses to develop an Economic Development Plan for the Northern Beaches. The plan will identify growth sectors, and opportunities to stimulate our economy. It will also reflect Council's role as a partner and advocate for business interests.

### Enhancing Brookvale

The Brookvale Structure Plan will ensure that Brookvale continues to thrive as an important employment centre while also enabling the area to be enhanced as a vital place to live and socialise.

### Place plans

Placemaking imagines ways to design, regenerate and activate spaces to suit a range of users. Place plans, and supporting activation strategies, will be developed together with community and business for Manly, Avalon and Mona Vale.

### Dee Why town centre \$9m\*

The Dee Why Town Centre Masterplan continues to transform the town centre, as spaces are re-oriented or newly created. Our street works are creating an attractive and vibrant centre. Of this \$9 million\*, there will be \$3 million spent on parks alone, we're creating public spaces which are safe, enjoyable and foster community pride.

### Manly and Mona Vale town centres \$2.2m\*

To make these busy town centres safer and more attractive, we are improving and upgrading paved pedestrian areas, with extensive paving. Public space protection measures will also be rolled out in Manly to protect crowds.

### Village improvements \$8.2m\*

Works in villages and commercial centres will improve the streetscape, such as paving, lighting, seating, bins and enclosures, wayfinding signage and artwork. Key projects include revitalising Church Point, North Narrabeen, Forestville and Balgowlah shops. West Esplanade, along the Manly harbourfront will be improved, including the installation of accessible amenities.

### Clean and safe public spaces

New cleaning contracts and an online reporting system are resulting in a better level of service. There is more frequent and thorough cleaning of council facilities and amenities, along with faster reporting and responses to vandalism and maintenance issues.

Public Place Officers are proactively identifying what needs attention or repair in town centres. And our specialised commercial centre teams operate throughout the area to attend to trip hazards, repairs to paths and paving, street furniture and gardens.

Defibrillators are also being installed in highly visited public places and \$650,000\* will improve enclosures for public bins throughout our area.

### Key partners

- Local community
- Local businesses
- Local Chambers of Commerce
- Destination NSW
- Greater Sydney Commission
- NSW Planning, Industry and Environment
- Transport for NSW

\*Funding in the Delivery Program over the next four years

## Connected transport

Creating a safe, inclusive and connected community through our transport network, infrastructure and active travel links. We advocate for better road corridors, public transport and planning for a growing community.

### ● Environment

Protection of the Environment

Environmental Sustainability

Improving the transport network on the Northern Beaches will deliver better environmental, economic and social outcomes for our community.

### ● Social

Places for People

Community and Belonging

Council manages 850kms of roads, over 15,000 car-parking spaces, seven parking stations, wharves, footpaths, cycleways, bridges and other assets such as kerbs, gutters and retaining walls. We work closely with the NSW Government who manage important corridors like Pittwater, Warringah and Mona Vale Roads.

We also work with government and private operators to improve public transport, road safety and reduce congestion.

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

#### A strategic approach

Our 20-year transport strategy, MOVE, sets the priorities for our transport plans. It assists our advocacy role with the NSW Government and transport providers to improve the transport network for our community.

### ● Civic

Good Governance

Partnership and Participation

Action plans are being developed for cycling, walking, roads, parking and public transport. These plans will guide our investment in active travel, wharves, bus stops, roads and related infrastructure.

#### Extending active travel \$31.7m\*

Our Connected Communities building program continues to extend a network of footpaths, bike paths and shared paths, along with bike infrastructure. We'll complete the final 2.8km section of cycleway from Newport to Avalon, and a total 3 km of remaining sections of the Coast Walk at Curl Curl, Newport, Bilgola, Whale Beach, Avalon and Palm Beach.

Other key sites are shared pedestrian-cycle paths at Narrabeen bridge, Warriewood Valley, and Freshwater-Queenscliff. A cycleway section will provide a bypass of Brookvale CBD. The Active to Schools initiative is also being expanded, for safe walking and cycling to school.

We'll invest over \$16 million\* for new and renewed footpaths across Council's area.

#### Improving trip facilities \$10.2m\*

Your trips are enhanced by ongoing improvements to facilities at the end of your trip, such as bus stops and car parks. We're also planning wharf improvements needed at Church Point, Mackeral and Currawong Beaches.

#### Roads and related improvements \$52.1m\*

Council manages local roads and related infrastructure, and every year works proceed across the whole area. Works include resheeting of roads; improving kerbs, gutters, drainage, retaining walls and creek crossings, and installing traffic management facilities. The Safer Schools program improves safety with better crossings, fences and kerbs.

Some of the larger upcoming projects include Scotland Island; Church Point; Warriewood Valley; and bridges at Ocean Street (Narrabeen) and the junction of Oxford Falls and Morgan Roads (Oxford Falls).

#### Our vital role with the State Government

State Government manages our key arterial roads as well as mass transit such as ferries and buses. We have a vital role as an advocate and strategic partner with Transport for NSW on the supporting infrastructure needed for our growing population. We also co-ordinate our works to maximise the benefits to our community. The key initiatives follow.

### **B-Line and local connections**

The roll out of the B-Line and associated parking is making a difference for north-south transport, with 2.5 million extra passenger trips in the last year. Council will continue to advocate for more frequent and reliable bus services, and for the linking on-demand service Keoride to be permanent.

### **East/West public transport**

We are investigating options and advocating for better East-West public transport along Warringah Road and Mona Vale Road. This is a key priority for our strategic and local centres at Frenchs Forest, Brookvale, Dee Why and Mona Vale.

### **Mona Vale Road upgrade - Terrey Hills/ Mona Vale**

The NSW Government is upgrading Mona Vale Road from two lanes to four lanes between Terrey Hills and Mona Vale. The first stage - Mona Vale Road East - is between Lane Cove Road and Foley Street. This will improve traffic flow and safety with extra lanes, a shared path, and fauna crossings. Stage 2 - Mona Vale Road West - will extend from Terrey Hills to the Baha'i Temple at Ingleside.

### **Warringah Road upgrades - Frenchs Forest**

The Northern Beaches Hospital connectivity and network enhancement works are due for completion in 2020, with co-ordinated works by both Council and Transport for NSW. This is increasing the capacity for vehicles, pedestrians and cyclists through the area and around the hospital. Council has undertaken extensive Connected Communities cycleways from Allambie through to Warringah Road, Skyline and Forest Way. We continue to advocate on how Wakehurst Parkway is affected by the Frenchs Forest roadworks.

### **Wakehurst Parkway flooding**

Council is investigating options with the NSW Government to reduce minor flooding in the northern section of this vital road corridor.

### **Beaches Tunnel Link**

The proposed Middle Harbour tunnel will connect Burnt Bridge Creek Deviation at Balgowlah, and Wakehurst Parkway at Seaforth, with the Gore Hill Freeway and Greater Sydney. It will improve both road capacity for the Northern Beaches, and links to the new Frenchs Forest strategic centre. Council is working with the NSW Government to deliver the tunnel, cater for public transport and minimise local impacts.

### **Key partners**

- Local community
- NSW Planning, Industry and Environment
- Transport for NSW

\*Funding in the Delivery Program over the next four years



# Our Services



## Delivering our services

We provide a broad range of services that support the community and protect our extraordinary natural environment.

This section of the Delivery Program is structured around 16 key service areas, and sets out our ongoing activities, planned projects and associated budgets..

### Key service grouping

The services are grouped into elements and ordered in hierarchy of sustainability. The four elements comprise the quadruple bottom line of sustainability, the foundation of our CSP.

### Environmental

- Environment and Sustainability
- Waste and Cleansing
- Kimbriki Resource Recovery Centre

### Social

- Strategic landuse planning
- Development assessment
- Environmental compliance
- Parks and recreation
- Children's services
- Community, arts and culture
- Library services

### Economic

- Transport, traffic and active travel
- Economic development, events and engagement
- Property and facilities

### Civic

- Governance and assurance
- Customer service
- Corporate support



## Primary CSP goals the services deliver on:

Full description of the Community Strategic Plan goals are on page 23

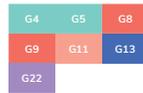
Environment	Key Service	CSP Goals									
Protection of the Environment	Environment and Sustainability	G1	G2	G3	G4	G5	G6	G7	G22		
	Waste and Cleansing	G1	G4	G6	G8	G13					
Environmental Sustainability	Kimbriki Resource Recovery Centre	G4	G6								
	Strategic Land Use Planning	G5	G7	G8	G21	G22					
Places for People	Development Assessment	G5	G7	G8	G19						
	Environmental Compliance	G1	G8	G11							
Community and Belonging	Parks and Recreation	G4	G5	G8	G9	G11	G13	G22			
	Children's Services	G8	G9	G11	G12						
Vibrant Local Economy	Community, Arts and Culture	G8	G9	G10	G11	G12					
	Library Services	G9	G12	G18	G22						
Transport, Infrastructure and Connectivity	Transport, Traffic and Active Travel	G6	G8	G16	G17	G22					
	Economic Development, Events and Engagement	G8	G10	G11	G13	G15	G21				
Good Governance	Property and Facilities	G8	G9	G13	G15	G19	G20				
	Governance and Assurance Services	G19	G20	G21	G22						
Partnership and Participation	Customer Service	G11	G20	G21							
	Corporate Support Services	G5	G18	G19	G20	G22					

# How to read this document

Each key service area has several parts, outlining what it will deliver and how it is funded

CSP goals that the service contributes to

**Supporting CSP Goals:**



The business unit involved

**Business Units**

Environment and Climate Change

Service description

**Service Information**

This service aims to protect and enhance our natural and built environments, for the future.

Operational projects are initiatives that improve the service or focus it's delivery  
Dots indicate the years the project will be active

**Operational projects**

CSP	Projects	2020/21	2021/22	2022/23	2023/24
G1	Prepare a Local Housing Strategy	.	.	.	.

Capital projects are priority works based on community need and adopted plans.  
The capital budget is listed across four years

**Capital projects**

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Coastal Protection Works</b>					
G2	Planned stormwater new works	665	800	816	835

Year One is the Operational Plan

**Measures**

How we will measure our progress

Performance measures	Target	Frequency
Beaches with good/very good rating	90%	Annual
Satisfaction measures - biennial survey	Target*	Frequency
Managing and protecting creeks, lagoons and waterways	3.33	Biennial

\* Mean score out of 5

**Ongoing services and programs:**

G7 Provide a pre-lodgement service for applicants

Programs that continue from year to year and their alignment to the CSP goals

**Income and Expenditure**

Service budget

	2020/21 \$'000	Projected 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000
<b>Income from operations</b>				
User charges and fees	13,312	13,921	14,347	14,803
Investment fees and revenues	-	-	-	-
Other revenues	8	8	8	9
Grants and contributions - operating purposes	923	923	923	923
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>14,243</b>	<b>14,852</b>	<b>15,278</b>	<b>15,734</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(11,540)	(11,950)	(12,375)	(12,825)
Borrowing costs	-	-	-	-
Materials and contracts	(2,063)	(2,079)	(2,108)	(2,146)
Depreciation and amortisation	-	-	-	-
Other expenses	(201)	(203)	(206)	(210)
Internal charges	(528)	(534)	(541)	(551)
Overhead allocation	(763)	(771)	(782)	(796)
<b>Total expenses from operations</b>	<b>(15,096)</b>	<b>(15,538)</b>	<b>(16,012)</b>	<b>(16,528)</b>
<b>Surplus/(deficit) from operations</b>	<b>(853)</b>	<b>(686)</b>	<b>(735)</b>	<b>(794)</b>

Year One is the Operational Plan

# Environment and Sustainability

● **Environment**

- Protection of the Environment
- Environmental Sustainability

● **Social**

- Places for People
- Community and Belonging

● **Economic**

- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

● **Civic**

- Good Governance
- Partnership and Participation



**Business Units**

Natural Environment and Climate Change

**Service Information**

Boasting 17km<sup>2</sup> bushland, 80kms of coastline, creeks within seven catchments, four coastal lagoons, Pittwater and Middle Harbour, and 640kms of the stormwater network we are dedicated to protecting and enhancing our natural and built environments.

This service delivers programs to protect and preserve biodiversity, manage natural hazards, and improve sustainability for Council and the community. Each year, thousands of community members take part in education and action at our two Environment Centres at Manly and Narrabeen.

**Supporting CSP Goals:**

G1	G2	G3
G4	G5	G6
G7	G22	

**Ongoing Services and Programs:**

- G1** Deliver programs to protect, enhance and manage coast, catchments and waterways
- G1** Manage bushland and biodiversity
- G1** Manage, maintain and improve the stormwater network
- G2** Manage natural hazards including flooding, bushfire, coastal erosion
- G2** Emergency response through liaison with SES/RFS
- G3** Deliver targeted education in environmental protection, sustainability, volunteering and Environment Centre programs
- G6** Deliver programs to mitigate, adapt and respond to climate change and reduce Council's resource consumption
- G7** Development engineering reviews, approvals and works
- G5** Expert environmental advice in strategic planning and assessment of development and other applications

**Operational projects**

CSP	Projects	2020/21	2021/22	2022/23	2023/24
G1-6	Develop and implement action plans and reporting to support the Environment and Climate Change Strategy	•	•	•	•
G5 G7	Undertake environment studies and investigations to support strategic planning of the Northern Beaches	•	•		
G1 G2	Implement priority bushland, biodiversity and bushfire hazards works	•	•	•	•
G1 G2	Implement priority works to protect waterways, coastal environments and associated natural hazards	•	•	•	•
G2 G17	Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway	•			
G2 G11	Develop and implement a Narrabeen Lagoon Entrance Management Strategy	•	•	•	•
G3 G22	Expand volunteer and environment centre programs in response to community priorities	•	•	•	•

**Capital projects**

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Coastal protection works</b>					
G2	Collaroy-Narrabeen coastal protection works	2,901	-	-	-
<b>Stormwater program</b>					
G2	Planned stormwater new works	750	1,431	1,465	1,499
G2	Planned stormwater renewal works	4,666	6,020	5,778	5,839
G2	Reactive stormwater renewal works	918	939	961	981
G2	Gross pollutant trap renewal works	92	94	97	99
G2	Warriewood Creekline Works	901	1,435	-	-
<b>Water and energy saving initiatives</b>					
G4 G5	Energy saving initiatives works program - special rate variation	175	-	-	-
G4 G5	Energy saving initiatives works program - revolving energy fund	184	298	303	308
G4 G5	Water saving and re-use initiatives - special rate variation	90	71	72	73
G4 G5	Installation of solar panels at Manly Andrew Boy Charlton Aquatic Centre	117	-	-	-
<b>Total</b>		<b>10,792</b>	<b>10,289</b>	<b>8,676</b>	<b>8,800</b>

## Environment and Sustainability

### Measures

Performance measures	Target 2020/21	Frequency	Workload measures	Frequency
Bush regeneration by contractors (ha)	Quarter > 45 Annual > 300	Quarterly/ Annual	No. of sustainability education events	Quarterly
Scheduled active bushland management completed	80%	Annual	No. attending sustainability education events	Quarterly
Volunteer bush regeneration (hours)	> 6,900	Annual	Gross pollutants removed from stormwater networks (tonnes)	Quarterly
Stormwater network renewed/upgraded in line with the Asset Management Plan (m)	800	Annual	No. of DA referrals for assessment of environmental controls	Quarterly
Beaches with good/very good rating (Beachwatch)	90%	Annual		
Required mitigation activity completed for natural hazards	100%	Annual	<b>Satisfaction measures - biennial survey</b>	<b>Target*</b>
Council energy sourced from renewables	≥ 1%	Annual	Protecting native plants and animals	3.57
Total greenhouse gas emissions by Council (t CO <sub>2</sub> e)	< 25,511	Annual	Restoring natural bushland (weed removal, bush regeneration programs)	3.42
Total water use by Council (kL)*	TBA	Annual	Controlling feral animals	3.32
			Managing and protecting creeks, lagoons and waterways	3.33
			Maintenance of beaches, headlands and rockpools	3.96
			Management of local flooding	3.23
			Environmental education programs and facilities (Coastal and Manly Environment Centres)	3.32
			Council operates in an environmentally friendly way	3.51

\* Water use –This will be a 3-year rolling average of the preceding three years' consumption April-March, to even out weather effects of wet/dry years. As the 2019/20 consumption is not yet available, target for 20/21 will be set in June 2020.

\* Mean score out of 5

## Income and expenditure - Environment and Sustainability

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	1,654	1,787	1,842	1,901
Investment fees and revenues	-	-	-	-
Other revenues	-	-	-	-
Grants and contributions - operating purposes	2,613	2,074	1,414	1,414
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>4,267</b>	<b>3,862</b>	<b>3,256</b>	<b>3,315</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(7,545)	(7,707)	(7,982)	(8,272)
Borrowing costs	-	-	-	-
Materials and contracts	(7,062)	(8,428)	(7,641)	(7,783)
Depreciation and amortisation	(6,955)	(7,175)	(7,365)	(7,528)
Other expenses	(7,594)	(7,793)	(7,948)	(8,095)
Internal charges	(2,561)	(2,587)	(2,623)	(2,671)
Overhead allocation	(2,919)	(2,949)	(2,990)	(3,044)
<b>Total expenses from operations</b>	<b>(34,635)</b>	<b>(36,640)</b>	<b>(36,549)</b>	<b>(37,393)</b>
<b>Surplus/(deficit) from continuing operations</b>	<b>(30,368)</b>	<b>(32,778)</b>	<b>(33,293)</b>	<b>(34,078)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	1,450	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(28,918)</b>	<b>(32,778)</b>	<b>(33,293)</b>	<b>(34,078)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	30,368	32,778	33,293	34,078
Full time equivalent positions (FTE)*	73.2			

\* FTE in 2019/20 was 75.5

## Waste and Cleansing

● **Environment**

- Protection of the Environment
- Environmental Sustainability

● **Social**

- Places for People
- Community and Belonging

● **Economic**

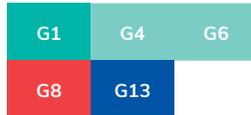
- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

● **Civic**

- Good Governance
- Partnership and Participation



**Supporting CSP Goals:**



**Business units:**

Waste Management and Cleansing

**Service information:**

Every week 93,000 households, including those on our offshore communities, receive waste and recyclables collection. On demand collection of bulky goods are offered twice a year and various solutions are provided for hazardous waste and e-waste. This service also offers effective education on waste reduction and substitution. Thanks to measures taken by Council, and community education and cooperation, total domestic waste collected by Council is reducing each year and is currently around 114,000 tonnes.

Our cleansing teams clean public places daily, including beaches, parks, streets, towns and village centres. They maintain amenity, public health and safeguard water quality by raking the beach, street sweeping, graffiti and litter removal and the collection of illegally dumped rubbish.

**COVID-19 Rates, fees and charges package**  
 See page 8 for changes to services and fees, and additional community support available. Stay updated on our webpage 'Managing the Risk – Information on COVID-19'

**Ongoing services and programs:**

- G6** Waste collection, green waste, recycling services, household bulky goods collection
- G1** Public place cleaning, litter, street sweeping, beach raking, graffiti and illegal dumping removal
- G8** Waste management for public functions and events
- G13** Waste education and behaviour change programs

## Waste and Cleansing

### Operational projects

CSP	Projects	2020/21	2021/22	2022/23	2023/24
G6	Implement and manage contracts for domestic waste collection and processing	•	•	•	•
G6	Implement and manage contracts for cleaning of streets, pavements, graffiti and bus shelters	•	•	•	•
G4	Deliver waste education and behaviour change initiatives for community and business	•	•	•	•
G6	Improve service efficiency for customers by automating business processes and services	•			
G1 G6	Review waste service and infrastructure for offshore communities	•			

### Capital projects

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Plant and equipment</b>					
G6	Public place bin enclosures	150	100	200	200
<b>Total</b>		<b>150</b>	<b>100</b>	<b>200</b>	<b>200</b>

## Waste and Cleansing

### Measures

Performance measures	Target 2020/21	Frequency
Domestic waste and recycling services: compliance with schedules	100%	Quarterly
Reports of missed waste collection services	< 1%	Quarterly
Clean town centres and villages: compliance with schedules	100%	Annual
Domestic waste diverted from landfill	60%	Annual
Domestic waste per capita (kg/year)	< 420	Annual

Satisfaction measures - biennial survey	Target*	Frequency
Domestic waste collection service	4.15	Biennial
Household bulky items collections	3.67	Biennial
Cleaning of villages and town centres	3.63	Biennial

\* Mean score out of 5

Income and expenditure - Waste and Cleansing

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	28	29	30	31
Investment fees and revenues	39	77	79	81
Other revenues	859	864	873	861
Grants and contributions - operating purposes	314	314	314	314
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>1,239</b>	<b>1,284</b>	<b>1,296</b>	<b>1,286</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(7,838)	(7,908)	(8,191)	(8,489)
Borrowing costs	-	-	-	-
Materials and contracts	(45,784)	(46,313)	(47,078)	(48,164)
Depreciation and amortisation	(1,666)	(1,719)	(1,765)	(1,804)
Other expenses	(2,317)	(196)	(198)	(202)
Internal charges	(2,977)	(3,008)	(3,049)	(3,105)
Overhead allocation	(1,751)	(1,770)	(1,794)	(1,827)
<b>Total expenses from operations</b>	<b>(62,333)</b>	<b>(60,914)</b>	<b>(62,075)</b>	<b>(63,591)</b>
<b>Surplus/(deficit) from operations</b>	<b>(61,094)</b>	<b>(59,630)</b>	<b>(60,779)</b>	<b>(62,304)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(61,094)</b>	<b>(59,630)</b>	<b>(60,779)</b>	<b>(62,304)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	56,883	59,870	61,085	62,706
Transfer (to)/from Domestic Waste Reserve and Merger Savings Fund	4,211	(240)	(306)	(402)
Full time equivalent positions (FTE)*	78.9			

\* FTE in 2019/20 was 81.0

# Kimbriki Resource Recovery Centre

● **Environment**

- Protection of the Environment
- Environmental Sustainability

● **Social**

- Places for People
- Community and Belonging

● **Economic**

- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

● **Civic**

- Good Governance
- Partnership and Participation



**Business Units:**

Waste Management and Cleansing

**Service Information:**

Kimbriki aims to deliver long term reliable, responsible and sustainable waste management and recycling services to the local community. It receives over 300,000 tonnes of material onsite each year and around 80 per cent of this is recycled. There are around 6,000 visits each year to Eco House and Garden for education on sustainability, and to the Buy Back Centre which sells salvaged building materials and furniture.

**Ongoing services and programs:**

- G4** Operation of Kimbriki landfill and recycling facility
- G6** Education via Eco-House and Garden

**Supporting CSP Goals:**

- G4
- G6

**Operational projects**

CSP	Projects	2020/21	2021/22	2022/23	2023/24
<b>G4 G6</b>	Research and develop improved resource recovery consistent with the endorsed Business Plan	•	•	•	•
<b>G4 G6</b>	Review and implement the Business Plan endorsed by shareholder Councils	•	•	•	•
<b>G4 G6</b>	Expand the sustainability hub and enhance social enterprise opportunities	•	•	•	•

**Capital projects**

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Kimbriki improvements</b>					
<b>G4</b>	Kimbriki high level drain	2,204	7,600	3,646	-
<b>G4</b>	Kimbriki landfill cell development Area 4A	177	-	-	-
<b>G4</b>	Kimbriki gas capture system	110	170	110	110
<b>G4</b>	Kimbriki cell development Area 4B	-	-	108	1,838
<b>G4</b>	Kimbriki landfill cell development Area 4A/3B	404	1,947	739	271
<b>G4</b>	Kimbriki vehicles	200	200	200	450
<b>G4</b>	Kimbriki renewal program	551	579	600	600
<b>G4</b>	Kimbriki other	66	68	70	72
<b>Total</b>		<b>3,713</b>	<b>10,564</b>	<b>5,473</b>	<b>3,341</b>

## Kimbriki Resource Recovery Centre

### Measures

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<b>Performance measures</b>	<b>Target 2020/21</b>	<b>Frequency</b>
Total waste diverted from landfill onsite	82%	Quarterly/Annual
Domestic dry waste diverted onsite from landfill	10%	Quarterly/Annual
Compliance with environmental requirements	100%	Annual

Income and expenditure - Kimbriki Resource Recovery Centre

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	35,311	36,364	37,476	38,668
Investment fees and revenues	306	309	313	319
Other revenues	3,136	3,230	3,329	3,434
Grants and contributions - operating purposes	-	-	-	-
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>38,754</b>	<b>39,902</b>	<b>41,118</b>	<b>42,422</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(5,306)	(5,495)	(5,690)	(5,897)
Borrowing costs	(2,135)	(2,172)	(2,209)	(2,246)
Materials and contracts	(14,606)	(14,758)	(14,961)	(15,234)
Depreciation and amortisation	(2,961)	(3,055)	(3,136)	(3,205)
Other expenses	(11,486)	(11,606)	(11,765)	(11,980)
Internal charges	-	-	-	-
Overhead allocation	-	-	-	-
<b>Total expenses from operations</b>	<b>(36,495)</b>	<b>(37,085)</b>	<b>(37,760)</b>	<b>(38,562)</b>
<b>Surplus/(deficit) from operations</b>	<b>2,258</b>	<b>2,817</b>	<b>3,358</b>	<b>3,859</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>2,258</b>	<b>2,817</b>	<b>3,358</b>	<b>3,859</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	-	-	-	-

## Strategic land use planning

### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

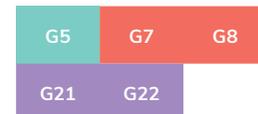
### ● Civic

Good Governance

Partnership and Participation



### Supporting CSP Goals:



### Business units:

Strategic and Place Planning

### Service information:

The service prepares strategic plans and policies to manage growth and development on the Northern Beaches, our key focus areas include:

- protecting the natural environment
- providing opportunities for housing growth, including affordable housing
- planning for future employment and economic growth
- integrating land use and transport planning
- protecting the character of important places, including those of Aboriginal and non-Aboriginal heritage significance

### Ongoing services and programs:

- G5** Develop land use planning policies to guide development
- G7** Assess planning proposals lodged by external parties
- G5** Manage Local Environmental Plans and Development Control Plans
- G7** Provision of Planning Certificates
- G7** Prepare and update contribution plans
- G8** Protect Aboriginal, non-Aboriginal and environmental heritage
- G8** Strategic and land use planning including urban design
- G7** Prepare Place Plans and Structure Plans
- G7** Manage Land Release Areas
- G22** Advocate for community needs with Greater Sydney Commission, NSW Planning, Industry and Environment and other stakeholders

### Operational projects

CSP	Projects	2020/21	2021/22	2022/23	2023/24
G5	Frenchs Forest precinct planning for a sustainable area with Green Star Communities rating	•	•		
G7	Develop Aquatic Reserve Masterplan with a state-of-the-art education and recreation precinct	•	•		
G7	Complete Brookvale Structure Planning and Rezoning – to revitalise Brookvale town centre	•	•		
G5 G7	Ingleside Precinct – work with Department of Planning, Industry and Environment on the potential land release	•	•		
G7 G8	Prepare a Local Housing Strategy	•			
G5 G7	Prepare Northern Beaches Local Environmental Plan and associated studies	•	•	•	
G8	Develop Place Plans for Avalon, Mona Vale, Manly and other centres on a rolling program	•	•	•	•

## Strategic land use planning

### Measures

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<b>Performance measures</b>	<b>Target 2020/21</b>	<b>Frequency</b>
Planning proposals assessed within 90 days from lodgement to submitting report to Local Planning Panel (LPP)	80%	Annual

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<b>Satisfaction measures - biennial survey</b>	<b>Target*</b>	<b>Frequency</b>
Managing development (land use planning)	2.83	Biennial

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\* Mean score out of 5

Income and expenditure - Strategic land use planning

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	926	953	983	1,014
Investment fees and revenues	-	-	-	-
Other revenues	-	-	-	-
Grants and contributions - operating purposes	358	358	358	358
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>1,284</b>	<b>1,311</b>	<b>1,340</b>	<b>1,372</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(4,344)	(4,407)	(4,564)	(4,730)
Borrowing costs	-	-	-	-
Materials and contracts	(1,178)	(938)	(951)	(968)
Depreciation and amortisation	(47)	(48)	(50)	(51)
Other expenses	(834)	(843)	(854)	(870)
Internal charges	(248)	(251)	(254)	(259)
Overhead allocation	(373)	(377)	(382)	(389)
<b>Total expenses from operations</b>	<b>(7,024)</b>	<b>(6,864)</b>	<b>(7,055)</b>	<b>(7,267)</b>
<b>Surplus/(deficit) from operations</b>	<b>(5,741)</b>	<b>(5,552)</b>	<b>(5,715)</b>	<b>(5,895)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(5,741)</b>	<b>(5,552)</b>	<b>(5,715)</b>	<b>(5,895)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	5,490	5,369	5,589	5,783
Tfr from Developer Contributions reserves	250	183	125	112
Full time equivalent positions (FTE)*	34.7			

\* FTE in 2019/20 was 32.2

## Development assessment

### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation



### Business units:

Development Assessment

### Service information:

Assessment of Development Applications, modifications, and reviews of determinations are undertaken in line with local and state planning controls. A Development Advisory Service is also provided to assist applicants in preparing and lodging applications and the provision of general planning advice to our community.

### Supporting CSP Goals:

G5	G7	G8
G19		

### Ongoing services and programs:

- G7** Provide a pre-lodgement service for applicants
- G5** Assess Development Applications, including coordinating internal and external specialist advice
- G19** Manage independent assessment panels - including the Northern Beaches Local Planning Panel, and the new Design and Sustainability Review Panel
- G19** Manage the internal Development Determination Panel
- G8** Review local environmental planning controls

## Development assessment

### Measures

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<b>Performance measures</b>	<b>Target 2020/21</b>	<b>Frequency</b>
DAs determined within 75 days	90%	Quarterly/ Annual
Outstanding DAs older than 100 days (since application received)	<20%	Quarterly/ Annual

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<b>Satisfaction measures - biennial survey</b>	<b>Target*</b>	<b>Frequency</b>
Development approvals process	2.82	Biennial

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\* Mean score out of 5



## Income and expenditure - Development assessment

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24		2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>					<b>Income from capital grants and contributions</b>				
User charges and fees	2,528	3,045	3,138	3,238	Grants and contributions - capital purposes	-	-	-	-
Investment fees and revenues	-	-	-	-	<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(4,116)</b>	<b>(3,768)</b>	<b>(3,886)</b>	<b>(4,014)</b>
Other revenues	-	-	-	-	<b>Rates and annual charges and reserves</b>				
Grants and contributions - operating purposes	-	-	-	-	Rates and annual charges	4,116	3,768	3,886	4,014
Gain/(loss) on disposal of assets	-	-	-	-	Full time equivalent positions (FTE)*	47.6			
<b>Total income from operations</b>	<b>2,528</b>	<b>3,045</b>	<b>3,138</b>	<b>3,238</b>	* FTE in 2019/20 was 50.6				
<b>Expenses from operations</b>									
Employee benefits and oncosts	(5,216)	(5,291)	(5,480)	(5,680)					
Borrowing costs	-	-	-	-					
Materials and contracts	(442)	(524)	(531)	(541)					
Depreciation and amortisation	(88)	(91)	(94)	(96)					
Other expenses	(14)	(14)	(14)	(14)					
Internal charges	(218)	(220)	(223)	(227)					
Overhead allocation	(666)	(673)	(682)	(695)					
<b>Total expenses from operations</b>	<b>(6,644)</b>	<b>(6,813)</b>	<b>(7,024)</b>	<b>(7,252)</b>					
<b>Surplus/(deficit) from operations</b>	<b>(4,116)</b>	<b>(3,768)</b>	<b>(3,886)</b>	<b>(4,014)</b>					

# Environmental compliance

● Environment

- Protection of the Environment
- Environmental Sustainability

● Social

- Places for People
- Community and Belonging

● Economic

- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

● Civic

- Good Governance
- Partnership and Participation



**Business units:**

Environmental Compliance

**Service information:**

Safeguarding public health, safety and the natural environment, this service educates the community and business as well as regulating and enforcing laws. The team responds to over 25,000 community requests each year relating to noise, water, food safety and public health. It undertakes 1,000 proactive actions a year including inspections of food shops and cooling towers, and regular food safety education seminars which help to reduce the incidence of food-related illness.

**Supporting CSP Goals:**

- G1
- G8
- G11

**Ongoing services and programs:**

- G1** Investigation and enforcement of illegal land use and building works
- G11** Fire safety program
- G11** Certification services for buildings and swimming pool barriers
- G11** Protecting public health in food safety, waste water systems, environmental controls and public swimming pools
- G11** Environmental compliance advice and education initiatives, including food safety and environmental management
- G8** Investigating complaints on pollution, noise, parking, companion animals and abandoned articles
- G11** Regular Ranger and parking patrols
- G8** Manage companion animals, including dog attacks, community education and patrolling off and on-leash prohibited dog areas

**COVID-19 Business Support Plan**  
 See page 8 for changes to services and additional business support available. Stay updated on our webpage 'Managing the Risk – Information on COVID-19'

## Environmental compliance

### Operational projects

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CSP	Projects	2020/21	2021/22	2022/23	2023/24
G8 G11	Review environmental compliance tools and procedures to improve customer experience	•	•	•	•

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## Environmental compliance

### Measures

Performance measures	Target 2020/21	Frequency
Critical and high risk public health inspections completed, in line with schedule	100%	Quarterly/ Annual
Critical and high risk retail food premises inspections completed, in line with schedule	100%	Quarterly/ Annual
Free environmental health seminars for small businesses	2	Annual
Proactive sediment and erosion control blitzes of construction sites	1	Annual

Satisfaction measures - biennial survey	Target*	Frequency
Food safety standards of retail food outlets	3.81	Biennial
Companion animal management	3.30	Biennial
Litter control and rubbish dumping	3.47	Biennial
Environmental protection and regulation	3.34	Biennial

\* Mean score out of 5

## Income and expenditure - Environmental compliance

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24		2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>					<b>Income from capital grants and contributions</b>				
User charges and fees	2,169	2,276	2,346	2,420	Grants and contributions - capital purposes	-	-	-	-
Investment fees and revenues	-	-	-	-	<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(3,689)</b>	<b>(3,281)</b>	<b>(3,365)</b>	<b>(3,464)</b>
Other revenues	7,971	8,209	8,460	8,729	<b>Rates and annual charges and reserves</b>				
Grants and contributions - operating purposes	-	-	-	-	Rates and annual charges	3,689	3,281	3,365	3,464
Gain/(loss) on disposal of assets	-	-	-	-	Full time equivalent positions (FTE)*	88.3			
<b>Total income from operations</b>	<b>10,140</b>	<b>10,485</b>	<b>10,805</b>	<b>11,149</b>	* FTE in 2019/20 was 88.7				
<b>Expenses from operations</b>									
Employee benefits and oncosts	(9,608)	(9,747)	(10,095)	(10,463)					
Borrowing costs	-	-	-	-					
Materials and contracts	(1,739)	(1,678)	(1,701)	(1,732)					
Depreciation and amortisation	(150)	(155)	(159)	(163)					
Other expenses	(260)	(92)	(93)	(95)					
Internal charges	(894)	(904)	(916)	(933)					
Overhead allocation	(1,177)	(1,190)	(1,206)	(1,228)					
<b>Total expenses from operations</b>	<b>(13,829)</b>	<b>(13,766)</b>	<b>(14,171)</b>	<b>(14,613)</b>					
<b>Surplus/(deficit) from operations</b>	<b>(3,689)</b>	<b>(3,281)</b>	<b>(3,365)</b>	<b>(3,464)</b>					

## Parks and recreation

● **Environment**

- Protection of the Environment
- Environmental Sustainability

● **Social**

- Places for People
- Community and Belonging

● **Economic**

- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

● **Civic**

- Good Governance
- Partnership and Participation



**Business units:**

Parks and Recreation, Property, Capital Projects

**Service information:**

The Northern Beaches boasts over 2,722 hectares of open space available for sport, recreation and leisure. This includes over 250 playgrounds, 122 sportsfields, 15 rockpools, eight skate facilities, 35 hard courts, public golf courses, commercial centres and town villages, dog off-leash areas, gardens and parks including Manly Dam and Narrabeen Lagoon State Parks.

This service plans, develops, maintains and manages these areas and provides safety at 21 beaches with patrols and education programs. The service manages trees on public land and handles requests to prune or remove trees on private property.

**Supporting CSP Goals:**

G4	G5	G8
G9	G11	G13
G22		

**Ongoing services and programs:**

- G9** Manage open space and coordinate bookings of sportsfields and facilities
- G11** Provide a professional beach Lifeguard service
- G9** Manage and maintain open spaces including parks, beaches, rockpools, commercial centres and town villages
- G9** Plan and renew open space assets such as playgrounds, skate parks, sportsfields
- G5** Tree management (trees on public land and requests for pruning or removal of trees on private land)
- G22** Administer the Sports and Recreation Infrastructure Grants Program
- G9** Develop strategies, policies and plans for sports, recreation and open space

Operational projects

CSP	Projects	2020/21	2021/22	2022/23	2023/24
G9	Develop an Open Space Strategy	•	•		
G5	Develop replacement and compensatory principles for the removal of trees on public open space	•	•		
G5	Develop an 'Iconic Tree Register'	•	•		
G8	Undertake accessibility audit of open space and implement priority improvements	•	•		
G9	Prepare Masterplan for Governor Phillip Park		•		
G9	Prepare Ivanhoe Park Plan of Management and Masterplan		•		

Capital projects

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Foreshore and building improvements</b>					
G5	Foreshores new and upgrades	685	1,340	575	650
G5 G8	Mona Vale Surf Life Saving Club - new building works	7,267	-	-	-
G5 G8	Long Reef Surf Life Saving Club - new building works	3,902	2,453	-	-
G5 G8	Collaroy Beach accessible ramp	315	-	-	-
G8 G9	Tidal pools refurbishment	730	700	500	500
G8 G9	Foreshores renewal program	1,340	1,735	2,530	2,170
G8 G9	Rockpool renewal program	107	120	920	920
G8 G9	Dinghy storage	-	40	40	40
G8 G9	Surf Life Saving Club minor renewal works	1,000	1,000	1,000	1,000
G8 G9	Surf Life Saving Club major renewal works	1,000	1,000	1,000	1,000
G5 G8	South Narrabeen Surf Life Saving Club	212	-	-	-

## Capital Projects

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Playground improvements</b>						<b>Sportsgrounds improvements</b>					
G8 G9	Playgrounds - new and upgrades	357	580	230	400	G8 G9	Sports Club Capital Assistance Program	100	100	100	100
G8 G9	Connecting all Through Play - Inclusive Play	525	-	-	-	G8 G9	Connecting all Through Play - Active Play	547	-	-	-
G8 G9	Playground renewal program	445	625	755	635	G8 G9	Synthetic sportsground conversion	-	3,700	1,650	100
<b>Recreational trails</b>						<b>Town centre and village upgrades</b>					
G4 G5	Recreational trails - new and upgrades	-	-	50	1,000	G9	Sportsfield renewal program	1,605	1,700	1,000	1,300
G5 G9	Recreational trails - renewal program	300	400	430	420	G8 G9	Sportsgrounds - new and upgrades	204	-	-	-
<b>Reserves and parks improvements</b>						<b>Total</b>					
G8 G9	North Curl Curl youth facility	100	800	-	-	G5 G9	Commerical centre upgrade program	1,000	650	500	1,500
G8 G9	Youth facilities	193	-	200	200	G5 G9	West Esplanade activation plan	50	450	-	-
G8 G9	Reserves new and upgrades	640	-	-	-	G8 G9	Public defibrillator installation	10	-	50	50
G8 G9	Warriewood Valley - public space and recreation	1,149	1,186	1,000	-	G5 G9	Place making infrastructure	627	-	-	-
G8 G9	Freshwater Beach masterplan implementation	150	1,250	1,500	500	G5 G9	Commercial centre renewal program	750	350	1,700	1,700
G8 G9	McKillop Park walk	-	100	750	750	<b>Total</b>		<b>26,312</b>	<b>21,674</b>	<b>17,088</b>	<b>15,895</b>
G8 G9	Reserve pathway and lighting - new	280	-	293	300						
G8 G9	Clontarf masterplan implementation	-	-	-	200						
G9	Reserves renewal program	275	595	315	460						
G8 G9	Public Space Protection Program	360	-	-	-						
G8 G9	Newport Beach Basketball Court	85	-	-	-						

## Measures

Performance measures	Target 2020/21	Frequency
Rockpools cleaned weekly during summer season and every two weeks outside of summer	95%	Quarterly/Annual
Sportsfields mowed weekly in summer playing season and monthly in winter	95%	Quarterly/Annual
No. trees planted on public land per year	5,000	Annual
Availability of sportsfields out of school hours as a result of improvement works (playing hours/ week)	> 4,400	Annual

Workload measures	Frequency
No. preventative actions by professional lifeguards on patrolled beaches	Quarterly/Annual

Satisfaction measures – biennial survey	Target *	Frequency
Provision of lifeguards on beaches	4.43	Biennial
Parks and recreation areas (including playgrounds)	3.87	Biennial
Sporting fields and amenities	3.58	Biennial
Management of trees	3.30	Biennial
Trails and tracks	3.69	Biennial
Keeping town centres and villages vibrant (e.g. activities, mixed uses, landscaping)	3.43	Biennial

\* Mean score out of 5



Income and expenditure - Parks and recreation

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	2,159	2,275	2,345	2,419
Investment fees and revenues	-	-	-	-
Other revenues	193	199	205	212
Grants and contributions - operating purposes	45	45	45	45
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>2,397</b>	<b>2,520</b>	<b>2,595</b>	<b>2,676</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(12,607)	(12,790)	(13,247)	(13,729)
Borrowing costs	-	-	-	-
Materials and contracts	(13,486)	(13,614)	(13,810)	(14,070)
Depreciation and amortisation	(5,081)	(5,241)	(5,380)	(5,499)
Other expenses	(446)	(402)	(407)	(415)
Internal charges	(1,404)	(1,418)	(1,438)	(1,464)
Overhead allocation	(3,721)	(3,760)	(3,811)	(3,881)
<b>Total expenses from operations</b>	<b>(36,744)</b>	<b>(37,226)</b>	<b>(38,093)</b>	<b>(39,058)</b>
<b>Surplus/(deficit) from operations</b>	<b>(34,347)</b>	<b>(34,706)</b>	<b>(35,498)</b>	<b>(36,381)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	8,261	1,836	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(26,086)</b>	<b>(32,870)</b>	<b>(35,498)</b>	<b>(36,381)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	34,337	34,706	35,498	36,381
Tfr from Merger Savings Fund	10	-	-	-
Full time equivalent positions (FTE)*	146.2			

\* FTE in 2019/20 was 136.1

## Children's services

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

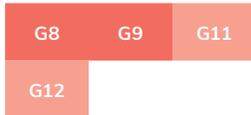
● Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:



**Business units:**

Children's Services, Property

**Service information:**

Over 4,000 children aged 0–11 years, are cared for by this high quality, professional service. Six long day care centres, over 60 family day care carers, five vacation care locations, Two pre-schools and one occasional care centre offer a large range of services in early learning to meet the different needs of our community.

Our quality services are made possible and maintained by strong connections and partnerships with our community and its families, and provide safe, stimulating and interactive learning environments for children.

**Ongoing services and programs:**

- G11** Manage six long day care centres at Belrose, Narrabeen, Brookvale (2), Seaforth and Fairlight
- G11** Manage two pre-schools at Balgowlah and Manly
- G11** Manage family day care at 60 locations
- G9** Manage vacation care in Forestville, Cromer, Beacon Hill, Manly Vale and Freshwater
- G11** Provide occasional care services
- G12** Provide children with additional needs the opportunity to participate in quality early education and vacation care programs

**Operational projects**

CSP	Projects	2020/21	2021/22	2022/23	2023/24
<b>G11</b>	Provide quality education and care that meets or exceeds the National Quality Standard	•	•	•	•
<b>G8 G12</b>	Support children from diverse socio-disadvantaged backgrounds to participate in quality early education and vacation care programs	•	•	•	•

**Capital projects**

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Childcare buildings</b>					
<b>G8 G11</b>	Children's centres works program	-	150	150	150
<b>Total</b>		-	<b>150</b>	<b>150</b>	<b>150</b>

**Measures**

Performance measures	Target 2020/21	Frequency
No. children attending Long Day Care programs	> 700	Quarterly
No. children attending Family Day Care programs	> 380	Quarterly
No. children attending Pre School programs	> 100	Quarterly
No. children attending Vacation Care programs	Q1,2,4 > 400 Q3 > 600	Quarterly
Childcare services that meet/ exceed standard for National Quality Framework	100%	Annual

Workload measures	Frequency
No. additional needs children enrolled in child care services	Annual

Satisfaction measures – biennial survey	Target *	Frequency
Provision of childcare services	3.32	Biennial

\* Mean score out of 5



Income and expenditure - Children's services

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	13,312	13,921	14,347	14,803
Investment fees and revenues	-	-	-	-
Other revenues	8	8	8	9
Grants and contributions - operating purposes	923	923	923	923
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>14,243</b>	<b>14,852</b>	<b>15,278</b>	<b>15,734</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(11,540)	(11,950)	(12,375)	(12,825)
Borrowing costs	-	-	-	-
Materials and contracts	(2,063)	(2,079)	(2,108)	(2,146)
Depreciation and amortisation	-	-	-	-
Other expenses	(201)	(203)	(206)	(210)
Internal charges	(528)	(534)	(541)	(551)
Overhead allocation	(763)	(771)	(782)	(796)
<b>Total expenses from operations</b>	<b>(15,096)</b>	<b>(15,538)</b>	<b>(16,012)</b>	<b>(16,528)</b>
<b>Surplus/(deficit) from operations</b>	<b>(853)</b>	<b>(686)</b>	<b>(735)</b>	<b>(794)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(853)</b>	<b>(686)</b>	<b>(735)</b>	<b>(794)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	853	686	735	794
Full time equivalent positions (FTE)*	113.3			

\* FTE in 2019/20 was 112.3

## Community, arts and culture

● Environment

- Protection of the Environment
- Environmental Sustainability

● Social

- Places for People
- Community and Belonging

● Economic

- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

● Civic

- Good Governance
- Partnership and Participation



Supporting CSP Goals:

G8	G9	G10
G11	G12	

**Business units:**

Community Arts and Culture, Property, Capital Projects

**Service information:**

Supporting our vision for a safe, inclusive and connected community through leading and enabling a wide range of community, social and creative initiatives. This service builds social capital, community resilience and enhance the wellbeing of the Northern Beaches community.

Over 100 community development programs, activities and events are delivered each year, with a focus on vulnerable communities; the aged, people with disability and youth. Accessible and affordable facilities are provided at our 41 community centres. We are nurturing creativity by delivering 300 arts and cultural events a year, integrating art into public places and providing creative spaces, a regional art gallery and museum and a performing arts theatre.

**COVID-19 Community Care Package**  
 See page 8 for changes to services and additional community support available. Stay updated on our webpage 'Managing the Risk – Information on COVID-19'

**Ongoing services and programs:**

- G11** Partner with the community in broad
- G12** community development, and targeted initiatives for aged, disability, youth, family and CALD
- G9** Undertake strategic social planning
- G11** Coordinate initiatives in community safety, volunteering, Meals on Wheels, mental health, domestic violence and homelessness
- G12** Provide Youth and Family Counselling Services
- G8** Disability liaison, education and awareness
- G9** Manage Community Centres and hubs for community organisations
- G10** Enhance arts and cultural development, including our small grants program, and integration of art into public spaces
- G10** Enhance creative spaces and opportunities for creative expression
- G10** Manage Glen Street Theatre and the Manly Art Gallery and Museum

Operational projects

CSP	Projects	2020/21	2021/22	2022/23	2023/24
G10	Implement the Coast Walk Public Art Strategic Plan	•	•	•	
G8	Develop a Social Plan and supporting plans for target demographics	•	•	•	•
G12	Review the Disability Inclusion Action Plan	•			
G9	Plan and deliver creative spaces at Avalon and Mona Vale	•			
G11	Implement Gatekeeper training program for suicide prevention	•	•	•	
G11	Develop wellbeing indicators to measure community resilience and connections	•	•		

Capital projects

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Art works</b>					
G10	Manly Art Gallery - art works	10	-	-	-
<b>Cultural improvements</b>					
G10	Coast Walk - art trail	600	80	770	-
G10	Coast Walk Aboriginal art and signage	200	-	-	-
G10	Glen Street Theatre renewal works	400	60	65	150
<b>Community centre improvements</b>					
G9	Warriewood Valley Community Centre new works	4,500	3,100	-	-
G9	Community buildings works program	400	500	600	700
G9	Community centres minor works program	84	92	94	102
<b>Total</b>		<b>6,194</b>	<b>3,832</b>	<b>1,529</b>	<b>952</b>

## Community, arts and culture

### Measures

Performance measures	Target 2020/21	Frequency	Workload measures	Frequency
No. community centre bookings	Q1 > 9,270 Q2 > 8,450 Q3 > 7,500 Q4 > 9,000	Quarterly	No. information and referral enquiries	Annual
No. volunteers who actively participate in ongoing Council programs	Quarter > 650 Annual > 1,500	Quarterly/Annual	<b>Satisfaction Measures – biennial survey</b>	<b>Target *</b>
No. meal services	Quarter > 4,500 Annual > 18,000	Quarterly/Annual	Facilities and services for youth	3.21
No. clients for youth and family counsellors	250	Annual	Facilities and services for older people	3.36
No. youth and family counselling sessions	800	Annual	Facilities and services for people with disabilities	3.36
No. attending community development events/ programs	17,300	Annual	Arts and cultural facilities (e.g. Glen St Theatre, Manly Art Gallery and Museum)	3.34
No. attending arts and culture events/ performances	123,400	Annual	Community centres	3.49
Community Centres: hirer satisfaction (mean score of hirers survey, out of 5)	4.00	Annual		
No. networks and partnerships with community groups/organisations	15	Annual		

\* Mean score out of 5

## Income and expenditure - Community, arts and culture

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	3,123	4,557	4,696	4,845
Investment fees and revenues	-	-	-	-
Other revenues	731	753	776	801
Grants and contributions - operating purposes	855	828	795	795
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>4,709</b>	<b>6,137</b>	<b>6,267</b>	<b>6,441</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(7,099)	(7,202)	(7,407)	(7,677)
Borrowing costs	-	-	-	-
Materials and contracts	(2,443)	(3,216)	(3,186)	(3,237)
Depreciation and amortisation	(1,009)	(1,041)	(1,069)	(1,092)
Other expenses	(926)	(936)	(949)	(966)
Internal charges	(334)	(338)	(343)	(349)
Overhead allocation	(1,052)	(1,063)	(1,078)	(1,098)
<b>Total expenses from operations</b>	<b>(12,865)</b>	<b>(13,797)</b>	<b>(14,031)</b>	<b>(14,419)</b>
<b>Surplus/(deficit) from operations</b>	<b>(8,156)</b>	<b>(7,660)</b>	<b>(7,764)</b>	<b>(7,978)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	20	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(8,136)</b>	<b>(7,660)</b>	<b>(7,764)</b>	<b>(7,978)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	7,992	7,530	7,634	7,855
Tfr from/(to) Merger Savings Fund, Meals on Wheels and Manly Art Gallery reserves	164	130	130	124
Full time equivalent positions (FTE)*	56.5			

\* FTE in 2019/20 was 53.6

## Library services

● Environment

- Protection of the Environment
- Environmental Sustainability

● Social

- Places for People
- Community and Belonging

● Economic

- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

● Civic

- Good Governance
- Partnership and Participation



**Business units:**

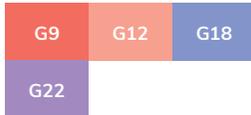
Library Services, Property

**Service information:**

Our community make 1.1 million visits to our libraries every year. Across our six branches 1.2 million items are borrowed, 200,000 e-loans are made and 1,800 programs are delivered. Two-thirds of residents hold a library membership, and e-loans are the fastest growing part of the service.

The library branches are communal spaces spread across the local area at: Dee Why, Forestville, Glen Street in Belrose, Manly, Mona Vale and Warringah Mall in Brookvale. The service supports four community libraries in Avalon, Terrey Hills, Seaforth and Harbord and provides a Home Library Service for those unable to visit a branch.

**Supporting CSP Goals:**



The services extend beyond lending items to include access to tutorials and databases, unique local history collections, and streaming documentaries and movies. Programs offered include technology help, author talks, children's early literacy activities, school holiday workshops and HSC lock-in events.

**Ongoing services and programs:**

- G9** Operate library services at Glen Street - Belrose, Dee Why, Forestville, Mona Vale, Manly and Warringah Mall
- G12** Support four community libraries
- G18** Manage physical collections, online collections and databases
- G9** Provide Home Library Service for people with mobility and access restrictions
- G12** Provide programs, resources and services that are inclusive and accessible across all age groups and abilities
- G12** Focus on youth engagement and activities
- G22** Provide volunteering opportunities

## Operational projects

CSP	Projects	2020/21	2021/22	2022/23	2023/24
G9	Review library opening hours to improve consistency and access	•			
G9	Review opportunity to provide 24/7 access to the physical library space	•	•		
G9	Improve and expand library programs in line with customer needs and demands	•			
G12	Digitise the Local Studies collection	•			
G12	Increase the reach of the Home Library service	•	•	•	
G9 G22	Optimise volunteering opportunities across the service	•	•	•	

## Capital projects

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Community space and learning</b>					
G18	New library technology	20	20	20	-
G9	Library local priority grant purchases	117	260	236	236
G12	Library books - replacement	1,239	1,235	1,291	1,351
<b>Library upgrades</b>					
G9	Mona Vale Library outdoor courtyard	6	-	-	-
G9	Mona Vale Library - upgrades and new works	266	-	-	-
G9	Library buildings works program	-	-	100	200
G9	Forestville Library upgrades	-	200	100	-
<b>Total</b>		<b>1,649</b>	<b>1,715</b>	<b>1,747</b>	<b>1,787</b>

## Library services

### Measures

Performance measures	Target 2020/21	Frequency
No. library memberships	> 180,000	Quarterly
No. youth library memberships	> 32,000	Quarterly
Annual growth in e-loans	10%	Annual
Satisfaction with library programs (Net Promoter Score: % Promoters)	> 50 %	Annual
Satisfaction with Home Library Service (Net Promoter Score: % Promoters)	> 50 %	Annual
Satisfaction Measures – biennial survey	Target *	Frequency
Library services	4.06	Biennial

\* Mean score out of 5

Income and expenditure - Library services

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	181	187	193	199
Investment fees and revenues	-	-	-	-
Other revenues	154	158	163	169
Grants and contributions - operating purposes	80	34	34	30
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>416</b>	<b>380</b>	<b>390</b>	<b>398</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(7,342)	(7,449)	(7,715)	(7,996)
Borrowing costs	-	-	-	-
Materials and contracts	(568)	(577)	(584)	(595)
Depreciation and amortisation	(1,766)	(1,822)	(1,870)	(1,911)
Other expenses	(494)	(499)	(506)	(515)
Internal charges	(129)	(130)	(132)	(135)
Overhead allocation	(1,025)	(1,035)	(1,050)	(1,069)
<b>Total expenses from operations</b>	<b>(11,323)</b>	<b>(11,512)</b>	<b>(11,856)</b>	<b>(12,220)</b>
<b>Surplus/(deficit) from operations</b>	<b>(10,908)</b>	<b>(11,132)</b>	<b>(11,466)</b>	<b>(11,822)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	717	940	956	1,016
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(10,191)</b>	<b>(10,192)</b>	<b>(10,511)</b>	<b>(10,806)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	10,908	11,132	11,466	11,822
Full time equivalent positions (FTE)*	80.3			

\* FTE in 2019/20 was 81.4

# Transport, traffic and active travel

**Environment**

- Protection of the Environment
- Environmental Sustainability

**Social**

- Places for People
- Community and Belonging

**Economic**

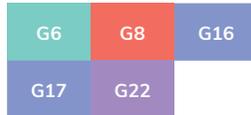
- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

**Civic**

- Good Governance
- Partnership and Participation



**Supporting CSP Goals:**



**Business units:**

Transport and Civil Infrastructure, Parks and Recreation, Capital Projects, Property

**Service information:**

Providing, managing and maintaining the local road network including 850 kms of roads and over 15,000 car spaces, including seven parking stations and over 50 beach and reserve parking locations. These teams also maintain footpaths, kerbs and gutters, bus shelters, guard rails, bridges, pedestrian crossings, roundabouts and bike paths and infrastructure, wharves, boat ramps and tidal pools.

The Hop Skip Jump community bus service is provided by this service, as well as public bus stops and shelters. The Road Safety teams roll out important initiatives including child car restraint checks, seniors' workshops, learner driver workshops and an annual Road Safety Calendar.

**Ongoing services and programs:**

- G16** Plan and deliver road-related infrastructure projects
- G16** Maintain and renew road related infrastructure assets
- G17** Maintain and renew car parking facilities
- G17** Manage supply of public parking, including beach/ foreshore reserve car parks and parking stations
- G17** Plan and deliver shared /cycling paths and bike storage facilities
- G16** Manage and install traffic facilities on local roads
- G16** Manage wharves, jetties and harbour tidal pools
- G17** Develop and implement effective road safety campaigns and programs
- G16** Provide public bus shelters and stops, and the Hop Skip Jump community bus service
- G22** Lobby and partner government to improve transport outcomes for the road network, active travel and public transport

### Operational projects

CSP	Projects	2020/21	2021/22	2022/23	2023/24
<b>G17 G22</b>	Expand the Active to Schools initiative to encourage walking and cycling to school, in partnership with Transport for NSW	•	•	•	•
<b>G16 G22</b>	Develop Transport Plans to support the Transport Strategy – Parking, Road Safety, Public Transport	•	•		
<b>G17 G22</b>	Implement Transport Plans which support the Transport Strategy – Parking, Bike, Road Safety, Public Transport	•	•	•	•
<b>G6 G17</b>	Implement the Walking Plan and Pedestrian Access and Mobility Plans	•	•	•	•
<b>G8</b>	Develop accessibility maps for all major town and village centres	•			

## 100 Capital Projects

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Active travel – cycleways and footpaths</b>											
G17	Footpath new	3,597	1,500	3,000	3,000	G16	Kerb and gutter renewal works	1,337	1,565	1,640	1,700
G17	Bike Plan implementation - new works	50	350	350	500	G16	Retaining wall renewal works	500	500	500	500
G17	Connecting Communities - footpaths program	2,525	-	-	-	G16	Road resheeting program	7,221	7,794	8,131	8,319
G17	Connecting Communities - cycleways program	5,610	-	-	-	G16	Bridge renewal works	1,595	-	-	-
G17	Warriewood Valley - pedestrian and cycleway network	-	419	492	-	<b>Car parks and parking stations</b>					
G17	Narrabeen Lagoon pedestrian and cycle bridge	4,998	-	-	-	G16	Smart Parking infrastructure project	350	-	-	-
G17	Footpath renewal works	1,132	1,410	1,480	1,570	G16	Car park renewal works	688	700	720	750
<b>Road and related infrastructure upgrades</b>						G16	Multi storey car park renewal works	150	100	100	100
G16	New traffic facilities	400	400	340	500	<b>Wharf upgrades</b>					
G16	Traffic facility delivery - accelerated	327	697	-	-	G16	Church Point commuter wharf expansion	42	340	-	-
G16	Scotland Island roads and drainage improvements	163	270	150	220	G16	Wharves works program	379	1,370	1,370	1,500
G16	Warriewood Valley – traffic and transport infrastructure	1,755	500	500	1,000	G16	Carol's Wharf renewal works	1,261	-	-	-
G16	Church Point - new infrastructure	1,184	-	-	-	G16	Bells Wharf renewal works	775	-	-	-
G16	Kerb and gutter new	256	539	563	500	<b>Plant and fleet</b>					
G16	Bus stop infrastructure new	-	-	70	180	G16	Major plant renewal	2,076	705	1,526	1,162
G16	Bus stop renewal works	48	90	90	100	G16	Light fleet renewal	3,919	2,952	3,933	3,991
G16	Church Point master plan boardwalk extension	1,544	-	-	-	<b>Total</b>		<b>43,881</b>	<b>22,200</b>	<b>24,956</b>	<b>25,592</b>

## Measures

Performance measures	Target 2020/21	Frequency
Works on schedule for active travel assets	100%	Quarterly
Road renewals program on schedule	100%	Quarterly
New assets completed for the planned active travel program	100%	Annual
Condition of local roads - average pavement condition rated very good to satisfactory	> 90%	Annual
No. Hop Skip Jump bus passenger trips	>330,000	Annual
Public transport patronage - bus trips locally and to City, Chatswood and Macquarie Park	> 37.0m	Annual

Satisfaction measures – biennial survey	Target *	Frequency
Condition of local roads	3.04	Biennial
Footpaths	3.16	Biennial
Bike paths	3.03	Biennial
Bus shelters	3.45	Biennial
Parking	2.77	Biennial
Traffic management	2.87	Biennial
Wharves and boat ramps	3.38	Biennial

\* Mean score out of 5



Income and expenditure - Transport, traffic and active travel

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	13,443	16,083	16,575	17,102
Investment fees and revenues	-	-	-	-
Other revenues	1,382	1,423	1,467	1,513
Grants and contributions - operating purposes	4,275	4,075	4,075	4,075
Gain/(loss) on disposal of assets	470	243	233	289
<b>Total income from operations</b>	<b>19,570</b>	<b>21,825</b>	<b>22,350</b>	<b>22,980</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(11,666)	(11,836)	(12,258)	(12,705)
Borrowing costs	-	-	-	-
Materials and contracts	(9,699)	(9,038)	(9,163)	(9,356)
Depreciation and amortisation	(12,795)	(13,246)	(13,590)	(13,878)
Other expenses	(4,458)	(4,504)	(4,566)	(4,649)
Internal charges	8,323	8,410	8,525	8,681
Overhead allocation	(3,840)	(3,880)	(3,933)	(4,005)
<b>Total expenses from operations</b>	<b>(34,135)</b>	<b>(34,094)</b>	<b>(34,985)</b>	<b>(35,912)</b>
<b>Surplus/(deficit) from operations</b>	<b>(14,565)</b>	<b>(12,269)</b>	<b>(12,635)</b>	<b>(12,932)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	16,609	1,877	1,877	1,877
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>2,044</b>	<b>(10,391)</b>	<b>(10,758)</b>	<b>(11,054)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	14,565	12,269	12,635	12,932
Full time equivalent positions (FTE)*	128.0			

\* FTE in 2019/20 was 123.5

## Economic development, events and engagement

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:

G8	G11	G10
G13	G15	G21

**Business units:**

Community Engagement and Communications, Capital Projects

**Service information:**

Supporting the vibrancy and success of 74 village and town centres, and celebrating all facets of the community with over 70 events and festivals each year, including citizenship ceremonies. This service helps make the Northern Beaches an exciting place to live, visit and work. Over 10,000 businesses are supported by a series of business events and through strong partnerships with local Chambers of Commerce. We promote the Northern Beaches as an exciting visitor destination and manage the Manly Visitor Information Centre and their 'Hello Manly' brand.

**COVID-19 Business Support Plan**  
 See page 8 for changes to services and additional business support available. Stay updated on our webpage 'Managing the Risk – Information on COVID-19'

We plan and deliver community engagement online and in person on a wide range of Council's projects. Around 21,000 subscribed residents receive regular updates on local engagement opportunities. The service manages multiple websites, promotes our services and events, liaises with the media, and provides in-house design and content services.

**Ongoing services and programs:**

- G10** Deliver major community and civic events
- G15** Enhance economic development and tourism initiatives and projects
- G13** Support and promote local businesses and industry, and sustainable business practices
- G11** Provide place making projects, liaison, networks, events and activities
- G21** Manage website and promotion of services, programs and events, as well as media and communications
- G21** Community engagement services

## Operational projects

CSP	Projects	2020/21	2021/22	2022/23	2023/24
<b>G8 G21</b>	Revise the Community Engagement Framework	•			
<b>G8</b>	Deliver a seminar on inclusive employment practices and benefits for local businesses	•			
<b>G8 G11</b>	Prepare a strategic approach to place making across our town and village centres	•	•	•	•
<b>G15</b>	Develop and implement an Economic Development Plan	•	•	•	•

## Capital Projects

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Town and village centre activations</b>					
<b>G8 G9</b>	Dee Why Town Centre – design	208	217	227	-
<b>G8 G9</b>	Dee Why Town Centre – construction phase 1	2,998	2,470	2,834	-
<b>G8 G9</b>	Manly Laneways new works	522	233	-	-
<b>Total</b>		<b>3,727</b>	<b>2,919</b>	<b>3,061</b>	<b>-</b>

## Economic development, events and engagement

### Measures

Performance measures	Target 2020/21	Frequency
High impact projects with a Community Engagement Plan	100%	Quarterly
Satisfaction with Council's key community events	80%	Quarterly
Satisfaction with Council's business events	80%	Quarterly
Annual growth in businesses registered on Council's contact database	10%	Annual
High impact projects: webpages updated at least every three months	85%	Annual
High impact projects: Council decisions communicated to stakeholders within 30 days	85%	Annual

Satisfaction measures – biennial survey	Target *	Frequency
Community events and festivals	3.79	Biennial
Consultation with the community by Council	3.04	Biennial
Keeping town centres and villages vibrant (e.g. activities, mixed uses, landscaping)	3.43	Biennial
Encouraging local industry and business	3.27	Biennial

\* Mean score out of 5

Income and expenditure - Economic development, events and engagement

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	10	67	69	72
Investment fees and revenues	-	-	-	-
Other revenues	994	1,023	1,055	1,088
Grants and contributions - operating purposes	20	20	20	20
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>1,024</b>	<b>1,111</b>	<b>1,144</b>	<b>1,180</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(5,415)	(5,494)	(5,690)	(5,897)
Borrowing costs	-	-	-	-
Materials and contracts	(2,664)	(3,153)	(3,196)	(3,254)
Depreciation and amortisation	(73)	(75)	(77)	(79)
Other expenses	(700)	(708)	(717)	(730)
Internal charges	(248)	(250)	(254)	(258)
Overhead allocation	(1,213)	(1,226)	(1,242)	(1,265)
<b>Total expenses from operations</b>	<b>(10,313)</b>	<b>(10,905)</b>	<b>(11,176)</b>	<b>(11,484)</b>
<b>Surplus/(deficit) from operations</b>	<b>(9,289)</b>	<b>(9,794)</b>	<b>(10,032)</b>	<b>(10,304)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(9,289)</b>	<b>(9,794)</b>	<b>(10,032)</b>	<b>(10,304)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	9,289	9,794	10,032	10,304
Full time equivalent positions (FTE)*	45.6			

\* FTE in 2019/20 was 45.7

## Property and facilities

● **Environment**

- Protection of the Environment
- Environmental Sustainability

● **Social**

- Places for People
- Community and Belonging

● **Economic**

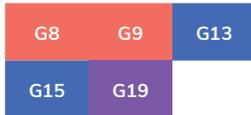
- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

● **Civic**

- Good Governance
- Partnership and Participation



**Supporting CSP Goals:**



**Business units:**

Property, Recreation Business

**Service information:**

Council manages and maintains over 530 community and civic buildings, including our surf clubs, two aquatic centres, two recreation centres, holiday accommodation facilities at Sydney Lakeside Holiday Park and Currawong, as well as two cemeteries.

We also manage and regulate outdoor dining through a permits/licence system, and provides cleaning and maintenance of over 110 public toilet facilities.

**Ongoing services and programs:**

- G9** Operate Manly Andrew 'Boy' Charlton Aquatic Centre and Warringah Aquatic Centre
- G8** Manage facilities within villages and town centres, including public facilities, surf life-saving club buildings, community centres and public amenities
- G19** Plan, design and deliver new Council buildings and facilities
- G8** Maintain and clean Council buildings and public amenities
- G15** Oversee Sydney Lakeside Holiday Park and Currawong holiday accommodation
- G15** Manage and monitor outdoor dining
- G13** Manage leases and licences of Council property
- G19** Cemeteries management and maintenance
- G19** Manage Council lands

**COVID-19 Business and Community Support**  
 See page 8 for changes to services, fees, and additional support for business and tenants of Council property. Stay updated on our webpage 'Managing the Risk – Information on COVID-19'

### Operational projects

CSP	Projects	2020/21	2021/22	2022/23	2023/24
G9	Focused improvement of Surf Life Saving Club facilities	•	•	•	•
G8	Deliver the new Warriewood Valley Community Centre	•	•		
G12	Implement priority accessibility improvements to property assets	•	•	•	•
G8	Continue to improve the provision and cleanliness of public amenities	•	•	•	•
G15	Currawong Cottages and surrounds - refurbishment and modernisation	•			
G9	Improve leasing and licencing practices for community users	•	•	•	•

## Property and facilities

## Capital Projects

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Aquatic centre improvements</b>						<b>Emergency buildings program</b>					
G9	Manly Aquatic Centre renewal works	100	160	170	120	G2	Duffys Forest Rural Fire Station new works	1,570	-	-	-
G9	Warringah Aquatic Centre renewal works	135	140	145	80	G2	Marine Rescue Broken Bay Building - new works	400	200	-	-
<b>Civic building and compliance works</b>						<b>Public amenities improvements</b>					
G9	Wyatt Avenue Futsal Centre new works	164	-	-	-	G9	North Curl Curl youth public amenities	200	-	-	-
G5	Currawong Cottages - new cottages, games room and amenities	1,719	-	-	-	G9	West Esplanade accessible amenity	-	-	-	50
G5	Operational buildings works program	600	550	550	500	G9	Porters Reserve Clubhouse change space	-	800	-	-
G5	Sport buildings works program	-	850	1,450	850	G9	Public Amenities works program	432	1,500	1,500	1,500
G5	Beach buildings works program	-	100	300	300	G9	Clontarf Reserve amenities renewal	380	-	-	-
G5	Disability access compliance works (DDA)	-	200	200	200	G9	Little Manly Point Amenity	-	500	-	-
G5	Building Code of Australia compliance works (BCA)	-	200	200	200	<b>Cemetery works</b>					
G15	Sydney Lakeside Holiday Park renewal works	300	250	250	400	G20	Manly Cemetery Columbarium new works	200	-	-	-
G8	Pittwater Golf Driving Range renewal works	-	50	100	150	G20	Mona Vale Cemetery works program	-	150	150	150
<b>Land acquisition</b>						<b>Total</b>		<b>6,374</b>	<b>5,800</b>	<b>5,165</b>	<b>4,650</b>
G9	Acquisition of minor land parcels	175	-	-	-						

### Measures

Performance measures	Target 2020/21	Frequency
Availability of Council buildings for use by the community 100% Quarterly	100%	Quarterly
Total visitation to swim centres - Manly and Warringah Aquatic Centres	Q1 > 194,000 Q2 > 244,000 Q3 > 265,000 Q4 > 184,200 Annual > 887,200	Quarterly/Annual
Learn to Swim attendance - Manly and Warringah Aquatic Centres	> 95,200	Annual

Satisfaction measures – biennial survey	Target *	Frequency
Condition of public toilets	2.90	Biennial
Facilities and services for youth	3.21	Biennial
Facilities and services for older people	3.36	Biennial
Facilities and services for people with disabilities	3.36	Biennial
Warringah and Manly Aquatic Centres	3.62	Biennial

\* Mean score out of 5



	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	13,663	17,065	17,587	18,146
Investment fees and revenues	-	-	-	-
Other revenues	12,675	12,642	12,615	12,643
Grants and contributions - operating purposes	-	-	-	-
Gain/(loss) on disposal of assets	(3,498)	(788)	(702)	(677)
<b>Total income from operations</b>	<b>(22,839)</b>	<b>(28,919)</b>	<b>(29,500)</b>	<b>(30,113)</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(11,390)	(11,555)	(11,968)	(12,404)
Borrowing costs	-	-	-	-
Materials and contracts	(12,031)	(13,137)	(13,330)	(13,585)
Depreciation and amortisation	(6,929)	(7,148)	(7,338)	(7,500)
Other expenses	10,039	8,418	8,533	8,689
Internal charges	(423)	(427)	(433)	(441)
Overhead allocation	(4,643)	(4,692)	(4,756)	(4,843)
<b>Total expenses from operations</b>	<b>45,454</b>	<b>45,377</b>	<b>46,357</b>	<b>47,461</b>
<b>Surplus/(deficit) from operations</b>	<b>22,615</b>	<b>16,458</b>	<b>16,857</b>	<b>17,348</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	3,601	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(18,669)</b>	<b>(16,782)</b>	<b>(16,845)</b>	<b>(17,336)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	22,891	16,737	17,140	17,636
Tfr from/(to) Mona Vale Cemetery Reserve	(276)	(279)	(283)	(288)
Full time equivalent positions (FTE)*	91.7			

\* FTE in 2019/20 was 92.7

## Governance and assurance services

● Environment

- Protection of the Environment
- Environmental Sustainability

● Social

- Places for People
- Community and Belonging

● Economic

- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

● Civic

- Good Governance
- Partnership and Participation



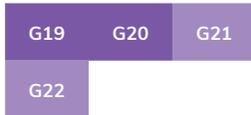
**Business units:**

Governance and Risk, Office of General Counsel, Internal Audit and Complaints Resolution

**Service information:**

Providing an integrated approach to organisational integrity, ethics and accountability, this service supports local democracy and transparency through business assurance measures. Each year we provide secretariat functions for 10 Council meetings, plus 28 Strategic Reference Group and 39 committee meetings. General Counsel provides legal services to the organisation.

**Supporting CSP Goals:**



**Ongoing services and programs:**

- G19** Corporate governance, Council meetings and reports, and administrative support to Councillors
- G19** Maintain registers on delegations, policies, and community committees
- G19** Enterprise risk management, compliance program and fraud and corruption control.
- G19** Manage business continuity planning
- G19** Provide corporate legal services
- G19** Provide internal audit services
- G21** Manage complaints and investigations
- G20** Provide organisational code of conduct training

**Operational projects**

CSP	Projects	2020/21	2021/22	2022/23	2023/24
G19	Deliver the internal audit program in line with the Internal Audit Strategic Plan	•	•	•	•
G21	Support the Local Government election		•		
G19	Induct newly elected Council		•		
G20	Deliver an effective complaints management and resolution framework	•	•	•	•

**Measures**

Performance measures	Target 2020/21	Frequency
Council meeting minutes finalised and published within three working days of meetings	100%	Quarterly
Compliance with corporate governance statutory requirements	100%	Quarterly
Enterprise risk registers reviewed and current	100%	Annual
Internal audits undertaken in line with the Internal Audit Strategic Plan	80%	Annual

**Workload measures**

	Frequency
No. complaints	Annual
No. compliments	Annual

**Satisfaction measures – biennial survey**

	Target *	Frequency
Overall performance of Mayor and Councillors	3.29	Biennial

\* Mean score out of 5



	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	-	-	-	-
Investment fees and revenues	-	-	-	-
Other revenues	-	-	-	-
Grants and contributions - operating purposes	-	-	-	-
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(3,654)	(3,707)	(3,839)	(3,979)
Borrowing costs	-	-	-	-
Materials and contracts	(3,800)	(3,846)	(3,899)	(3,970)
Depreciation and amortisation	(48)	(49)	(51)	(52)
Other expenses	(3,113)	(4,829)	(3,211)	(3,270)
Internal charges	(107)	(108)	(109)	(111)
Overhead allocation	(1,121)	(1,133)	(1,148)	(1,169)
<b>Total expenses from operations</b>	<b>(11,843)</b>	<b>(13,672)</b>	<b>(12,258)</b>	<b>(12,552)</b>
<b>Surplus/(deficit) from operations</b>	<b>(11,843)</b>	<b>(13,672)</b>	<b>(12,258)</b>	<b>(12,552)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(11,843)</b>	<b>(13,672)</b>	<b>(12,258)</b>	<b>(12,552)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	11,843	13,672	12,258	12,552
Full time equivalent positions (FTE)*	28.9			

\* FTE in 2019/20 was 28.3

## Customer services

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



**Business units:**

Customer Service

**Service information:**

Delivering high quality, front-of-house services to the community and internal customers at four customer service centres in Avalon, Dee Why, Manly and Mona Vale.

We handle over 14,000 enquiries, calls and visits to service counters a month, and over 80,000 customer requests a year. Customer service is responsible for ensuring that information for customers is robust and easy to access and understand. We also deliver frontline complaint resolution.

**Supporting CSP Goals:**



**Ongoing services and programs:**

- G20** Provide customer service centres at Avalon, Dee Why, Manly and Mona Vale
- G20** Provide frontline complaints resolution and referrals
- G20** Manage the Customer Relationship Management system
- G11** Develop a customer-centric culture across the organisation

### Operational projects

CSP	Projects	2020/21	2021/22	2022/23	2023/24
G11 G20	Enhance the customer experience across the organisation	•	•	•	•
G20	Improve and review the customer portal to enhance accessibility	•	•	•	•
G20	Develop and implement a consistent feedback approach across all customer contact channels	•	•	•	

## Customer services

### Measures

Performance measures	Target 2020/21	Frequency
Calls answered within 30 seconds	80%	Quarterly
Satisfaction with customer service calls	85%	Quarterly/Annual
Customer satisfaction with online requests	80%	Quarterly/Annual
Customer requests conducted online	30%	Quarterly
Telephone enquiries resolved on first call	75%	Annual

Workload measures	Frequency
No. calls to Customer Service 1300 434 434	Quarterly

Satisfaction measures – biennial survey	Target *	Frequency
Information on Council services	3.43	Biennial
The performance of staff dealing with your inquiry	3.88	Biennial

\* Mean score out of 5

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	856	1,093	1,126	1,162
Investment fees and revenues	-	-	-	-
Other revenues	-	-	-	-
Grants and contributions - operating purposes	-	-	-	-
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>856</b>	<b>1,093</b>	<b>1,126</b>	<b>1,162</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(3,509)	(3,560)	(3,687)	(3,821)
Borrowing costs	-	-	-	-
Materials and contracts	(137)	(148)	(150)	(153)
Depreciation and amortisation	(66)	(68)	(70)	(72)
Other expenses	(53)	(54)	(54)	(55)
Internal charges	666	673	682	695
Overhead allocation	(573)	(579)	(587)	(598)
<b>Total expenses from operations</b>	<b>(3,672)</b>	<b>(3,736)</b>	<b>(3,866)</b>	<b>(4,004)</b>
<b>Surplus/(deficit) from operations</b>	<b>(2,816)</b>	<b>(2,643)</b>	<b>(2,740)</b>	<b>(2,842)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	-	-	-	-
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(2,816)</b>	<b>(2,643)</b>	<b>(2,740)</b>	<b>(2,842)</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges	2,816	2,643	2,740	2,842
Full time equivalent positions (FTE)*	37.6			

\* FTE in 2019/20 was 38.1

## Corporate support services

● **Environment**

- Protection of the Environment
- Environmental Sustainability

● **Social**

- Places for People
- Community and Belonging

● **Economic**

- Vibrant Local Economy
- Transport, Infrastructure and Connectivity

● **Civic**

- Good Governance
- Partnership and Participation



**Business units:**

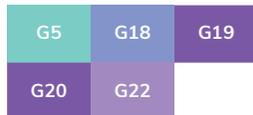
Chief Executive Officer, Chief Information Officer, Chief Financial Officer, Financial Planning and Systems, Strategy and Performance, Human Resources, Information and Digital Technology

**Service information:**

Providing background support functions to enable effective and efficient service delivery that is responsive, accountable and innovative. This includes sound planning and reporting of our vision and goals, finances and projects, as well as managing performance and service reviews.

Our staff work in a service-focused environment and are supported with ongoing development to achieve high performance. Our technology and information systems support office and field-based functions, geographic information, and live webcasting of Council meetings. The community benefits from over 100 public WiFi points, improved customer interactions and information access, and responses to around 50,000 items of correspondence each year.

**Supporting CSP Goals:**



**Ongoing services and programs:**

- G19** Financial management, business support, levying and collection
- G19** Procurement services for the organisation
- G22** Administer grants that are secured by Council
- G19** Deliver corporate planning, reporting and strategies
- G20** Organisational performance and project management and reporting
- G5** Plan and manage the capital works program
- G19** Manage human resources and workforce health, welfare and safety
- G20** Manage information, technology, records and spatial information
- G18** Provide public infrastructure for CCTV, public WiFi and webstreaming of Council meetings

## Operational projects

CSP	Projects	2020/21	2021/22	2022/2	2023/24
G19	Develop a harmonised rates structure	•			
G20	Develop the Delivery Program, annual Operational Plan and Long Term Financial Plan	•	•	•	•
G19 G20	Present Council's Quarterly Budget Review Statement, Annual Report and Financial Statements	•	•	•	•
G19 G20	Deliver a program of service reviews	•	•	•	•
G20	Develop strategic directions and plans based on integrated planning and reporting framework	•	•	•	•
G20	Review the Community Strategic Plan and its resourcing strategy	•	•		
G19	Review the Workforce Plan		•		
G18	Revise and implement the Digital Transformation Strategy	•	•	•	

## Capital projects

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>IT improvements</b>					
G20	IT Infrastructure – new works	625	-	-	-
G20	IT Software – new works	520	823	826	854
G20	IT Infrastructure replacements	207	-	-	-
G20	Computers, laptops and mobile devices - replacement	489	677	674	646
<b>Total</b>		<b>1,841</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>

## Corporate support services

## Measures

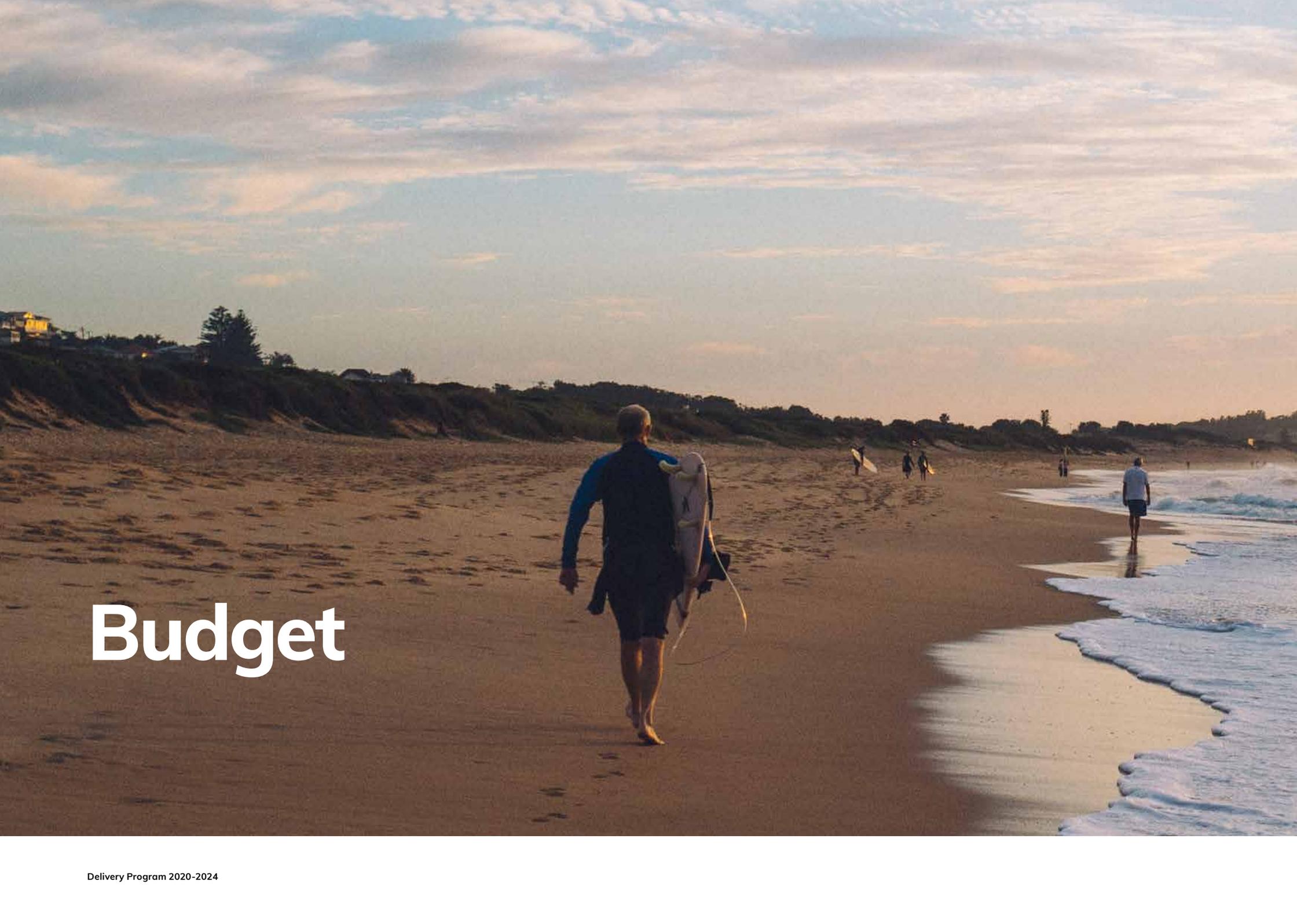
Performance measures	Target 2020/21	Frequency	Financial performance measures	Target	Frequency
Correspondence replied to within 10 working days	90%	Quarterly/ Annual	Operating performance	> 0	Annual
Operational projects on schedule	80%	Quarterly /Annual	Unrestricted current ratio	> 1.5	Annual
Capital projects on schedule	80%	Quarterly/ Annual	Own source operating revenue	> 60%	Annual
Quarterly, Annual and Statutory Reports submitted to Council on time	100%	Quarterly/ Annual	Debt service cover ratio	> 2x	Annual
Voluntary staff turnover rate	≤13%	Annual	Rates and annual charges outstanding	< 5%	Annual
No. available Council WiFi access points	115	Annual	Cash expenses cover ratio	> 3 months	Annual
			Building and infrastructure renewal ratio	> 100%	Annual
			<b>Satisfaction measures – biennial survey</b>	<b>Target *</b>	<b>Frequency</b>
			Overall performance of Council as an organisation over the past 12 months	3.56	Biennial

\* Mean score out of 5

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from operations</b>				
User charges and fees	446	459	473	488
Investment fees and revenues	1,356	1,063	1,238	1,465
Other revenues	713	735	757	781
Grants and contributions - operating purposes	6,091	5,877	5,773	5,672
Gain/(loss) on disposal of assets	-	-	-	-
<b>Total income from operations</b>	<b>8,606</b>	<b>8,134</b>	<b>8,241</b>	<b>8,407</b>
<b>Expenses from operations</b>				
Employee benefits and oncosts	(21,845)	(21,422)	(22,162)	(22,842)
Borrowing costs	(1,190)	(501)	(300)	(112)
Materials and contracts	(3,073)	(2,100)	(2,128)	(2,167)
Depreciation and amortisation	(2,424)	(2,501)	(2,567)	(2,624)
Other expenses	(13,432)	(11,439)	(11,595)	(11,808)
Internal charges	1,081	1,093	1,108	1,128
Overhead allocation	24,839	25,097	25,441	25,906
<b>Total expenses from operations</b>	<b>(16,045)</b>	<b>(11,773)</b>	<b>(12,205)</b>	<b>(12,519)</b>
<b>Surplus/(deficit) from operations</b>	<b>(7,439)</b>	<b>(3,640)</b>	<b>(3,964)</b>	<b>(4,113)</b>

	2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24
	\$'000	\$'000	\$'000	\$'000
<b>Income from capital grants and contributions</b>				
Grants and contributions - capital purposes	5,580	7,192	7,836	8,445
<b>Surplus/(deficit) from operations including capital grants and contributions</b>	<b>(1,859)</b>	<b>3,552</b>	<b>3,873</b>	<b>4,332</b>
<b>Rates and annual charges and reserves</b>				
Rates and annual charges net service allocations	2,066	11,322	14,291	15,133
Tfr from/(to) developer contributions reserves	(6,052)	(7,555)	(8,059)	(8,620)
Full time equivalent positions (FTE)*	189.9			

\* FTE in 2019/20 was 199.3

A wide-angle photograph of a beach at sunset. In the foreground, a person wearing a dark wetsuit and carrying a surfboard under their arm walks away from the camera along the shoreline. The sand is wet and reflects the golden light of the setting sun. In the background, other people are visible walking along the beach, and the ocean waves are breaking gently. The sky is filled with soft, colorful clouds in shades of orange, yellow, and blue. On the left side, a dune with some trees and a house is visible.

# Budget



## Overview

The 2020/21 budget projects a total expenditure of \$451 million, including a capital works program of \$105 million. Our financial result will be temporarily impacted by the financial implications of the COVID-19 pandemic, with a projected operating deficit before capital grants and contributions of \$7.5 million.

### Definition of funding sources

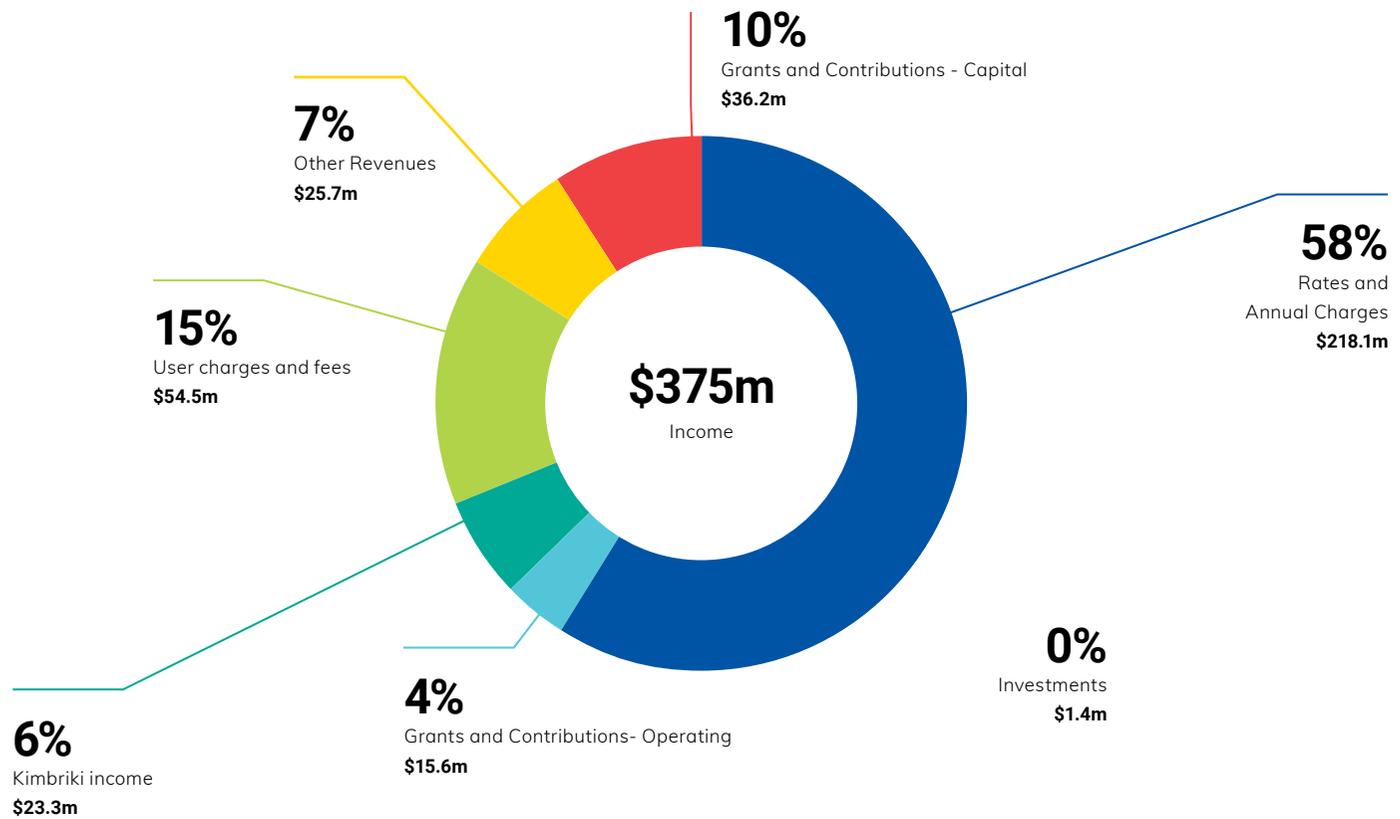
- Rates and annual charges – property-based tax levied on the owners of properties to fund the provision of local services. Annual charges refer to the cost of providing the domestic waste collection service which is also levied on property owners along with a contribution to stormwater management services.
- User charges and fees – includes charges levied for the use of our facilities and services, for example aquatic centres, childcare fees and venue hire.
- Interest and investment revenues – interest earned on monies invested.
- Other revenues – other revenues include rebates, fines, merchandise, events, food and beverage sales, sponsorship, lease and sundry income.
- Grants and contributions – operating purposes – monies received from state, federal and community sources for the purpose of funding ongoing programs and positions within the organisation such as the Financial Assistance Grant.
- Grants and contributions – capital purposes - monies received from state, federal and community sources to fund capital works including developer contributions.
- Gains on disposal of assets – surplus from the disposal of assets such as land and buildings, vehicles, plant and equipment.

### Income statement budget 2020/21

Budget 2020/21	\$'000	Budget 2020/21	\$'000
<b>Income from continuing operations</b>		<b>Expenses from continuing operations</b>	
Rates and annual charges	218,106	Employee benefits and oncosts	(135,923)
User charges and fees	77,954	Borrowing costs	(2,828)
Investment fees and revenues	1,700	Materials and contracts	(108,437)
Other revenues	25,256	Depreciation and amortisation	(41,418)
Grants and contributions - operating purposes	15,573	Other expenses	(54,412)
Grants and contributions - capital purposes	36,238	Loss on disposal of assets	(3,028)
<b>Total income from continuing operations</b>	<b>374,827</b>	<b>Total expenses from continuing operations</b>	<b>(346,046)</b>
		<b>Surplus / (deficit) from continuing operations</b>	<b>28,781</b>
		<b>Minority interests</b>	<b>87</b>
		<b>Surplus/(deficit) attributable to Council</b>	<b>28,694</b>
		<b>Surplus / (deficit) before capital grants and contributions</b>	<b>(7,457)</b>

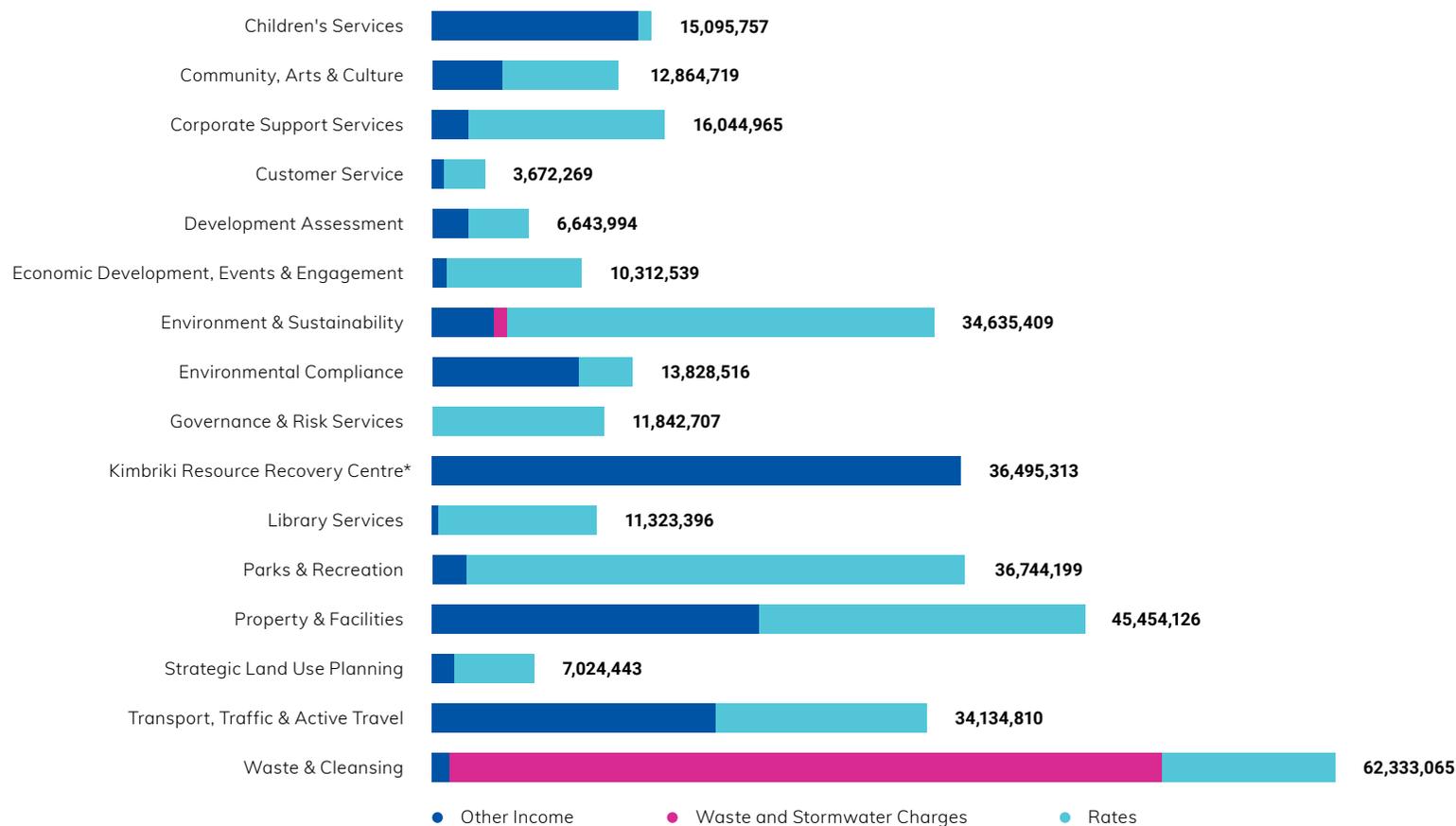
Funding summary

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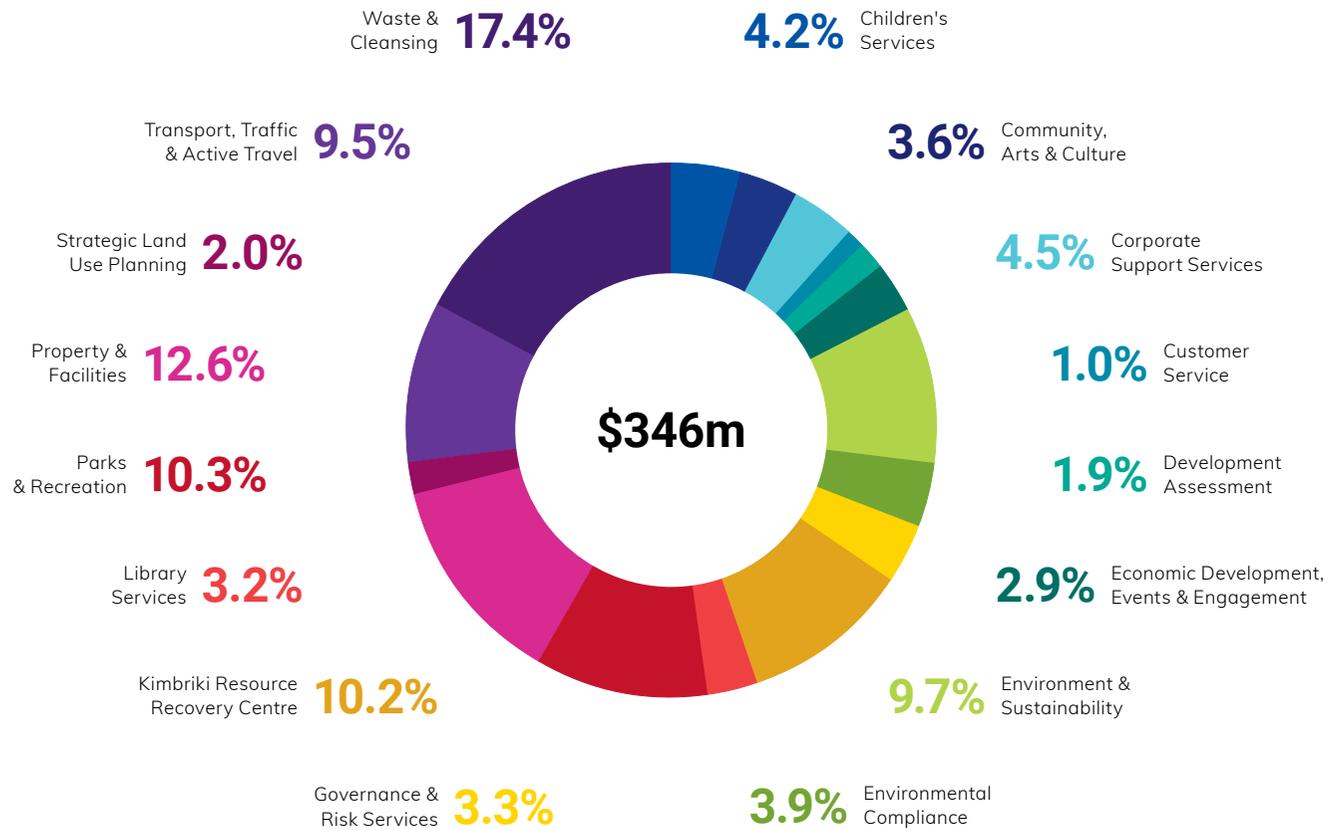


Funding Summary By Service 2020/21

\*Includes fees paid to Kimbriki for services to Northern Beaches Council



Operational Expenditure By Service 2020/21





## Revenue Policy

### Rating structure

The total income that can be raised from levying rates on property is capped by the State Government based on a determination by the Independent Pricing and Regulatory Tribunal (IPART). IPART determined that general income from rates in 2020/21 may be increased by a maximum of 2.6%.

#### COVID-19 Support – Rates

Under s356 of the Local Government Act, Council will offer a subsidy to ratepayers equivalent to 50% of the increase in rates due to the application of the 2.6% rate peg. This subsidy totals \$2.193 million. Ratepayers will collectively pay 1.3% more in rates in 2020/21.

Council will also defer the due date of the rates notice first instalment to 30 September 2020 instead of 31 August 2020.

In accordance with the Local Government (Council Amalgamations) Proclamation 2016 and the Local Government Amendment Bill 2019 the current rate structure including category and sub-categories of the former Manly, Pittwater and Warringah local government areas (LGA) will be maintained in 2020/21. Rate assessments will be based entirely upon property valuations (ad valorem) but with minimum rates applying where appropriate. Council will undertake consultation with the community during 2020/21 to harmonise the rating structures of the former LGAs for 2021/22. This will be in accordance with the requirements of the legislation noted above, and any guidelines issued by the Office of Local Government.

Rates for 2020/21 will be assessed on land values having a date of 1 July 2019.

The increase allowed by IPART relates to general income in total and not to an individual ratepayers' rates. Individual rates are also affected by other factors such as land valuations by the NSW Valuer General. As such, rates for individual ratepayers may vary by more or less than the percentage allowable, depending on how an individual ratepayers' land valuation has changed in a particular year compared to the land values of other ratepayers.

This year we are also providing a subsidy on rates to all ratepayers in response to the COVID-19 pandemic and a deferral in the due date of the first instalment by one month to 30 September 2020..

Rating of land for the Northern Beaches Council is based on the rating structure of the former Manly, Pittwater and Warringah LGAs. The ad valorem rate, the minimum rate and anticipated revenue for residential, business and business subcategories in the former Manly, Pittwater and Warringah LGAs, are as follows:

### Rating structure for the former Manly LGA

Type	Category/subcategory	Number	Ad valorem rate	Minimum \$	Rate income \$
Ordinary	Residential	17,704	0.122489	860.62	24,726,790
Ordinary	Business – Manly CBD	628	0.554388	1,123.74	3,862,223
Ordinary	Business – other	514	0.297311	1,123.74	1,732,080
Special	Manly business centre improvement	628	0.188953		1,275,063
Special	Balgowlah business centre improvement	84	0.118074		88,127
		<b>19,558</b>			<b>31,684,283</b>

### Rating structure for the former Pittwater LGA

Type	Category/subcategory	Number	Ad valorem rate	Minimum \$	Rate income \$
Ordinary	Residential	23,563	0.159125	931.92	39,520,070
Ordinary	Business	1,897	0.341180	1,189.82	4,681,080
Ordinary	Business - Warriewood Square	1	0.375280		97,573
Ordinary	Farmland	7	0.054932	931.92	15,093
		<b>25,468</b>			<b>44,313,816</b>

Land in the former Pittwater Council is categorised for rating as residential, farmland or business. Properties covered by the Warriewood Square Business sub-category are shown in this map:



### Rating structure for the former Warringah LGA

Type	Category/subcategory	Number	Ad valorem rate	Minimum \$	Rate income \$
Ordinary	Residential	54,395	0.163768	1,022.94	78,979,984
Ordinary	Business	3,982	0.470670	1,313.33	17,131,772
Ordinary	Business – Warringah Mall	1	0.780102		858,112
Ordinary	Ordinary business – strata storage units	327	0.442242	602.37	196,975
		<b>58,705</b>			<b>97,166,843</b>

Land in the former Warringah Council is categorised for rating as residential or business. The business sub-categories are Warringah Mall Regional Shopping Centre and Strata Storage Units. Properties covered by the Warringah Mall Regional Shopping Centre Sub-category are shown in this map:



## Special rate variations/levies

### Environmental works program – former Manly LGA

The environmental component of the rates was endorsed at a referendum held in conjunction with the Local Government elections in September 1999. The Environmental Rate Component funds projects identified in various Plans of Management, and studies for environmental protection, rehabilitation and education projects.

Council plans to continue to undertake a program of environmental works during the year. The net proceeds of the Environment Levy from General Purpose Rates will be approximately \$1million, including interest and after pensioner rebates. This is to be expended on priority works which:

- Improve the environment, including water quality
- Benefit the environment across the former Manly LGA
- Achieve significant outcomes in each 12-month period.

Further, the former Manly Council added an additional criterion addressing ongoing maintenance liabilities:

*"That ongoing maintenance of new environment levy capital works projects be recognised as a legitimate charge against the levy and that up to 10% of the levy revenue be allocated for this purpose annually."*

The proposed expenditure in 2020/21 for this program is detailed below.

### Manly environmental works 2020/21

Operational	\$
Bush regeneration	313,220
Coast and waterway management	347,083
Environmental sustainability and education	93,812
Natural hazards	31,904
Biodiversity	273,961
<b>Total</b>	<b>1,059,980</b>

**Special rate: Manly business centre improvement - former Manly LGA**

This special rate is for the provision of ongoing and proposed capital and maintenance works, including the Manly Business Centre, The Corso and ocean beach front. It is proposed to fully expend the special rate income of \$1,263,036 during the financial year.

Properties covered by the Manly CBD Business Rate and Manly Business Centre Improvement Special rate are shown in this map:



**Special rate: Balgowlah business centre improvement - former Manly LGA**

This special rate is for the provision of ongoing and proposed capital and maintenance works, including the off-street car parks in Condamine Street. It is proposed to fully expend the special rate income of \$88,127 during the financial year. The properties covered are shown in this map:



**Special rate variation: improvement program - former Pittwater LGA**

In June 2011 the Independent Pricing and Regulatory Tribunal (IPART) approved the former Pittwater Council's application for a special rate variation (SRV). This resulted in an increase in rates over three years (2011-2014) and generating approximately \$38.4 million in funds for infrastructure works and environmental programs over a 10-year period.

A Community Contract was established to ensure accountability and transparency. The SRV is levied and spent on the basis of the Community Contract's following principles:

- Upgrade and retrofit infrastructure through carefully targeted, high priority 'on ground works'.
- Schedule of projects to be incorporated into Pittwater Council's annual Delivery Program.
- Funding derived from the SRV will be distributed across the program of works over the 10-year period.
- The Pittwater SRV will also support 'seed' funding within the works program.
- Funding proportions may vary from year to year to achieve economic efficiency through the pooling of funds.
- Reporting to be undertaken to ensure transparency.

The proposed expenditure for 2020/21 from the funds raised by the SRV is detailed below.

### Pittwater improvement program 2020/21

<b>Capital</b>	<b>\$</b>	<b>Operational</b>	<b>\$</b>
Road resheeting	1,300,000	Bushland and waterways	535,000
Car park renewal	150,000	Biodiversity protection	100,000
New footpaths	1,826,603	Community bushcare	25,000
Bike Plan implementation	50,000	Managing natural hazards	175,000
Energy savings initiatives	130,000	Keeping villages and surrounding areas beautiful	105,000
Water saving and re-use initiatives	90,000	Facilities and services at beaches (extension of Lifeguard services)	130,000
Foreshores renewal	140,000	<b>Total</b>	<b>7,370,747</b>
Stormwater and flood mitigation	190,000		
Mona Vale Library refurbishment	266,445		
Mona Vale Town Centre place making infrastructure	594,410		
Sportsfield renewal	55,000		
Newport Beach Basketball court	85,000		
Rockpool renewals	107,329		
Scotland Island roads and drainage improvements	162,649		
Wharves works	179,663		
Mona Vale Surf Life Saving Club	973,648		

### Domestic Waste Management Charge

Domestic Waste Management (DWM) Services are provided to all residential properties in the LGA. The charges are as follows

#### COVID-19 Support – Domestic Waste Management Service

Under s356 of the Local Government Act, Council will offer a subsidy to ratepayers equivalent to 50% of the increase in Domestic Waste Charges. This subsidy totals \$2.140 million.

A ratepayer receiving a standard service – Domestic waste management service of \$446 will pay \$425.50.

### Domestic waste management service

Description	2020/21 Charge \$	Income \$
Domestic waste management service (includes 80L red, 140L blue, 140L yellow and 2x240L green lid services and 2 booked clean ups per year)	446	43,248,174
Availability charge	102	130,356
Additional 80L red lid rubbish service	260	1,908,140
First additional 140L blue lid recycling service	30	88,110
Subsequent additional 140L blue lid recycling service	102	12,750
First additional 140L yellow lid recycling service	30	88,110
Subsequent additional 140L yellow lid recycling service	102	12,750
Third or fourth green vegetation lid service	30	45,510
Clean up excessive or incorrectly presented waste	195 per hour + cost recovery on landfill disposal charges	0
Empty contaminated bin	30	0
Clean up contaminated or excessive booked bulky goods collection in excess of the permitted 3 cubic metres	75 per excess cubic metre	0
<b>Total Income</b>		<b>\$45,533,900</b>

### Rate Reduction for Eligible Pensioners

The Local Government Act 1993 provides for eligible pensioners to be able to receive a rate reduction of 50% of their total rates, up to a maximum of \$250.

Eligible pensioners are also granted an additional voluntary rebate under policies of the former Manly, Pittwater or Warringah Councils. The additional rebate available to eligible pensioners is determined based on these policies and where they reside, is as follows:

- Former Manly LGA - an additional rebate of between \$20 and \$30 for the environmental rate levy
- Former Pittwater LGA - an additional rebate up to \$150 for pensioners under the accepted retirement age
- Former Warringah LGA - an additional rebate of \$54.40 for waste management for eligible pensioners and \$150 on rates to eligible pensioners under the accepted retirement age, and certain classes of pensioners who have reached the accepted retirement age

### Works by Council on Private Land

Under Section 67 of the Local Government Act 1993, works on private land, may be carried out either on request or agreement with the owner of the land, or under relevant legislation. The amount or rate to be charged will be the appropriate commercial rate - the actual cost of the works and standard on-costs to provide full cost recovery plus a return to Council.

### Stormwater management services charge - former Manly and Pittwater

This charge only applies to properties in the former Manly and Pittwater LGAs.

A Stormwater Management Services Charge funds a program of additional investigations and activities towards improving stormwater quality, managing stormwater flows and flooding, and the harvesting and reuse of stormwater.

The charge commenced on 1 July 2007, authorised by Section 496A of the Local Government Act 1993 and Local Government (General) Regulations 2005. It is generally levied on urban land that is categorised for rating purposes as residential or business, excluding vacant land. The applicable charges are:

### Stormwater management services charges

- former Manly and Pittwater

Land category/dwelling	Charge
Residential – single dwelling	\$25.00
Residential - strata lots	\$12.50
Business	\$25.00 per 350 square metres (or part thereof) for land categorised as business (excluding strata lots)
Business strata lots	\$5.00 or the relevant portion of the maximum annual charge that would apply to the strata scheme, if it were a parcel of land categorised as business

### **Section 611 charges**

An annual charge under Section 611 of the Local Government Act 1993 is proposed to be levied on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

### **Interest charges on overdue rates**

Interest charges on unpaid rates and charges will accrue on a daily basis at the rate set for the 2020/21 year by the NSW Government. In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2020 to 31 December 2020 (inclusive) will be 0.0% per annum and that the maximum rate of interest payable on overdue rates and charges for the period 1 January 2021 to 30 June 2021 (inclusive) will be 7.0% per annum.

### **External borrowings**

No new borrowings are proposed in 2020/21.

### **Schedule of fees and charges**

Fees and charges encompass the following:

- Regulatory functions of the Council under the Local Government Act 1993, Chapter 7.
- Services provided on an annual basis under Section 501 e.g. waste management services prescribed by regulation.
- Charge for actual use of a service (s502).
- Fees for any service provided (s608).
- Annual charges for use of public places (s611).

The fees and charges reflect our pricing policy and are in a separate booklet, available on Council's website.

In determining a pricing structure for 2020/21, the general nature of the types of services, products or commodities have been assessed in relation to current charges, GST and inflationary costs. Pricing structures provide revenue from particular services, but have regard for the limitations imposed by public accountability issues and community service obligations.

### **National Competition Policy – business activity**

The intent of the National Competition Policy is to apply Competitive Neutrality principles to business activities conducted by councils, i.e. the concept of the 'level playing field'. This essentially means that Council should operate without net competitive advantages over other businesses as a result of its public ownership.

The following Council services have been determined as Category 1 and Category 2 businesses to be operated in line with this Policy:

### Declared Category 1 and Category 2 Businesses

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<b>Business activity</b>	<b>NCP category</b>
Children's services	1
Glen Street Theatre	1
Kimbriki Environmental Enterprises Pty Ltd	1
Parking stations	1
Sydney Lakeside Holiday Park	1
Aquatic centres	1
Certification services	2

Category 1 businesses – are those with total revenue over \$2 million

Category 2 businesses – are those with total revenue of less than \$2 million

## Financial statements 2020-2024

## Income Statement

	Result 2018/19 \$ '000	Original budget 2019/20 \$ '000	Forecast budget 2019/20 \$'000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Income from continuing operations</b>							
Rates and annual charges	211,058	211,730	209,514	218,106	225,580	231,518	238,087
User charges and fees	81,287	84,115	76,176	77,954	87,953	90,644	93,526
Interest and investment revenue	6,696	5,687	4,297	1,700	1,508	1,634	1,872
Other revenues	25,841	24,926	24,193	25,256	25,578	25,930	26,341
Grants and contributions provided for operating purposes	15,479	20,312	19,457	15,573	14,549	13,751	13,647
Grants and contributions provided for capital purposes	18,110	29,246	21,692	36,238	11,845	10,669	11,338
<b>Total income from continuing operations</b>	<b>358,472</b>	<b>376,015</b>	<b>355,329</b>	<b>374,827</b>	<b>367,012</b>	<b>374,146</b>	<b>384,810</b>
<b>Expenses from continuing operations</b>							
Employee benefits and on-costs	(129,328)	(131,697)	(132,561)	(135,923)	(137,520)	(142,350)	(147,405)
Borrowing costs	(3,277)	(3,441)	(3,025)	(2,828)	(2,673)	(2,509)	(2,358)
Materials and contracts	(111,272)	(118,359)	(118,683)	(108,437)	(111,079)	(111,777)	(114,086)
Depreciation and amortisation	(39,630)	(38,795)	(39,176)	(41,418)	(42,795)	(43,938)	(44,911)
Other expenses	(47,117)	(50,890)	(47,657)	(54,412)	(50,555)	(49,613)	(50,522)
Net (loss)/gain from the disposal of assets	176	1,073	844	(3,028)	(873)	(461)	(380)
<b>Total expenses from continuing operations</b>	<b>(330,447)</b>	<b>(342,109)</b>	<b>(340,258)</b>	<b>(346,046)</b>	<b>(345,495)</b>	<b>(350,648)</b>	<b>(359,661)</b>

## Income Statement

	Result 2018/19 \$ '000	Original budget 2019/20 \$ '000	Forecast budget 2019/20 \$'000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Operating result from continuing operations</b>	<b>28,025</b>	<b>33,906</b>	<b>15,071</b>	<b>28,781</b>	<b>21,517</b>	<b>23,498</b>	<b>25,148</b>
Minority interests	132	135	135	87	108	129	148
Surplus/(deficit) attributable to Council	27,893	33,771	14,936	28,694	21,408	23,369	25,000
<b>Net operating result for the period before grants and contributions provided for capital purposes</b>	<b>9,914</b>	<b>(4,660)</b>	<b>(6,620)</b>	<b>(7,457)</b>	<b>9,672</b>	<b>12,828</b>	<b>13,811</b>
Full time equivalent positions (excl. Kimbriki)	-	1,238.9	-	1,240.5	-	-	-

## Balance Sheet

	Result 2018/19 \$ '000	Original budget 2019/20 \$ '000	Forecast budget 2019/20 \$'000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Assets</b>							
<b>Current assets</b>							
Cash and cash equivalents	7,052	6,012	7,052	7,254	7,356	7,460	7,566
Investments	187,917	114,233	134,756	97,481	85,940	87,321	101,609
Receivables	18,972	19,089	20,972	18,721	18,897	19,334	20,043
Inventories	217	82	217	220	223	226	230
Other	1,272	1,375	1,272	1,292	1,306	1,324	1,348
<b>Total current assets</b>	<b>215,430</b>	<b>140,791</b>	<b>164,269</b>	<b>124,969</b>	<b>113,723</b>	<b>115,664</b>	<b>130,797</b>
<b>Non-current assets</b>							
Investments	852	3,371	852	866	875	887	903
Receivables	1,159	1,282	1,159	1,194	1,223	1,256	1,292
Infrastructure, property, plant and equipment	4,977,788	5,047,337	5,048,287	5,157,471	5,217,435	5,276,670	5,343,315
Investment property	5,965	6,085	5,965	6,084	6,144	6,204	6,263
Other	175	-	175	178	180	182	185
<b>Total non-current assets</b>	<b>4,985,939</b>	<b>5,058,075</b>	<b>5,056,438</b>	<b>5,165,793</b>	<b>5,225,856</b>	<b>5,285,198</b>	<b>5,351,959</b>
<b>Total assets</b>	<b>5,201,369</b>	<b>5,198,866</b>	<b>5,220,707</b>	<b>5,290,762</b>	<b>5,339,579</b>	<b>5,400,863</b>	<b>5,482,755</b>

## Balance Sheet

	Result 2018/19 \$ '000	Original budget 2019/20 \$ '000	Forecast budget 2019/20 \$'000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Liabilities</b>							
<b>Current liabilities</b>							
Payables	47,732	46,584	60,712	49,001	49,222	49,712	50,314
Borrowings	5,129	5,078	5,102	4,983	4,828	3,314	2,183
Provisions	33,586	29,459	33,586	34,622	35,691	36,793	37,930
<b>Total current liabilities</b>	<b>86,447</b>	<b>81,121</b>	<b>99,400</b>	<b>88,607</b>	<b>89,741</b>	<b>89,819</b>	<b>90,428</b>
<b>Non-current liabilities</b>							
Borrowings	27,490	25,445	22,353	17,370	12,543	9,229	7,045
Provisions	41,238	42,796	42,844	44,628	46,486	48,265	50,276
<b>Total non-current liabilities</b>	<b>68,728</b>	<b>68,241</b>	<b>65,198</b>	<b>61,998</b>	<b>59,029</b>	<b>57,494</b>	<b>57,321</b>
<b>Total liabilities</b>	<b>155,175</b>	<b>149,362</b>	<b>164,597</b>	<b>150,605</b>	<b>148,770</b>	<b>147,313</b>	<b>147,749</b>
<b>Net assets</b>	<b>5,046,194</b>	<b>5,049,504</b>	<b>5,385,304</b>	<b>5,441,367</b>	<b>5,488,349</b>	<b>5,548,176</b>	<b>5,630,504</b>
<b>Equity</b>							
Accumulated surplus	4,874,949	4,891,087	5,169,369	5,198,150	5,219,649	5,243,126	5,268,251
IPP&E revaluation surplus	171,245	158,417	215,935	243,217	268,699	305,050	362,253
<b>Total equity</b>	<b>5,046,194</b>	<b>5,049,504</b>	<b>5,385,304</b>	<b>5,441,367</b>	<b>5,488,349</b>	<b>5,548,176</b>	<b>5,630,504</b>

## Cash Flow

	Result 2018/19 \$ '000	Original budget 2019/20 \$ '000	Forecast budget 2019/20 \$'000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Cash flows from operating activities</b>							
<b>Receipts</b>							
Rates and annual charges	212,012	210,131	208,468	219,319	224,403	230,322	236,866
User charges and fees	84,761	83,904	79,171	81,665	91,696	94,438	97,383
Investment revenue and interest	5,965	5,687	3,589	2,240	1,676	1,574	1,721
Grants and contributions	30,511	34,074	34,207	40,014	26,513	24,739	25,319
Bonds, deposits and retentions received	5,537	5,537	5,537	5,116	5,242	5,381	5,539
Other	41,897	24,926	37,388	43,513	42,493	40,901	43,256
<b>Payments</b>							
Employee benefits and on-costs	(124,964)	(131,543)	(132,096)	(134,821)	(136,383)	(141,178)	(146,195)
Materials and contracts	(114,018)	(129,131)	(136,172)	(119,757)	(122,534)	(123,378)	(125,886)
Borrowing costs	(3,326)	(1,523)	(1,468)	(1,195)	(927)	(689)	(468)
Bonds, deposits and retentions refunded	(4,967)	(5,537)	(4,967)	(5,116)	(5,242)	(5,381)	(5,539)
Other	(58,636)	(43,549)	(56,151)	(61,802)	(57,886)	(57,048)	(57,785)
<b>Net cash provided from (or used in) operating activities</b>	<b>74,772</b>	<b>52,976</b>	<b>37,507</b>	<b>69,176</b>	<b>69,051</b>	<b>69,682</b>	<b>74,211</b>

## Cash Flow

	Result 2018/19 \$ '000	Original budget 2019/20 \$ '000	Forecast budget 2019/20 \$'000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Cash flows from investing activities</b>							
<b>Receipts</b>							
Sale of infrastructure, property, plant and equipment	5,627	1,582	2,387	2,315	2,435	2,329	2,891
<b>Payments</b>							
Purchase of infrastructure, property, plant and equipment	(97,931)	(110,310)	(87,891)	(103,449)	(77,931)	(65,686)	(59,377)
<b>Net cash provided from (or used in) investing activities</b>	<b>(92,304)</b>	<b>(108,728)</b>	<b>(85,504)</b>	<b>(101,134)</b>	<b>(75,496)</b>	<b>(63,358)</b>	<b>(56,487)</b>
<b>Cash flows from financing activities</b>							
<b>Receipts</b>							
Proceeds from borrowings and advances	-	-	-	-	-	-	-
<b>Payments</b>							
Repayment of borrowings and advances	(4,964)	(4,893)	(5,164)	(5,102)	(4,983)	(4,828)	(3,314)
<b>Net cash provided from (or used in) financing activities</b>	<b>(4,964)</b>	<b>(4,893)</b>	<b>(5,164)</b>	<b>(5,102)</b>	<b>(4,983)</b>	<b>(4,828)</b>	<b>(3,314)</b>
<b>Net increase/(decrease) in cash and investments</b>	<b>(22,496)</b>	<b>(60,645)</b>	<b>(53,161)</b>	<b>(37,060)</b>	<b>(11,429)</b>	<b>1,496</b>	<b>14,411</b>
Cash and investments at beginning of reporting period	218,317	184,260	195,821	142,660	105,601	94,171	95,668
<b>Cash and investments at end of reporting period</b>	<b>195,821</b>	<b>123,615</b>	<b>142,660</b>	<b>105,601</b>	<b>94,171</b>	<b>95,668</b>	<b>110,078</b>

## Cash and Investment Statement

	Result 2018/19 \$ '000	Original budget 2019/20 \$ '000	Forecast budget 2019/20 \$'000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Total cash and investments</b>	<b>195,821</b>	<b>123,615</b>	<b>142,660</b>	<b>105,601</b>	<b>94,171</b>	<b>95,668</b>	<b>110,078</b>
<b>Externally restricted cash</b>							
Developer contributions	32,794	26,250	30,240	17,562	9,725	7,495	8,884
Unexpended grants - not tied to liability	27,128	443	443	43	43	43	43
Domestic waste management	11,626	7,682	5,569	2,832	4,477	6,188	7,994
Stormwater management	651	749	190	193	193	193	193
<b>Total externally restricted cash</b>	<b>72,199</b>	<b>35,124</b>	<b>36,442</b>	<b>20,630</b>	<b>14,438</b>	<b>13,919</b>	<b>17,114</b>
<b>Internally restricted cash</b>							
Bonds, deposits and retentions	13,169	12,599	13,169	13,169	13,169	13,169	13,169
Employee leave entitlements	6,809	6,180	6,809	6,809	7,468	8,145	8,838
Unexpended grants - tied to liability	-	7,413	18,698	7,166	7,052	7,134	7,228
Mona Vale cemetery	4,084	4,468	4,468	4,819	5,019	5,220	5,421
Plant and fleet replacement	-	-	-	331	2,269	2,677	3,812
Kimbriki landfill remediation	-	-	10,936	13,274	15,739	18,338	21,069
Other	18,391	6,774	11,752	5,892	5,445	4,425	4,179
<b>Total internally restricted cash</b>	<b>42,453</b>	<b>37,434</b>	<b>65,831</b>	<b>51,459</b>	<b>56,162</b>	<b>59,108</b>	<b>63,716</b>
<b>Total restricted cash</b>	<b>114,652</b>	<b>72,558</b>	<b>102,273</b>	<b>72,089</b>	<b>70,599</b>	<b>73,026</b>	<b>80,830</b>
<b>Total unrestricted cash</b>	<b>81,169</b>	<b>51,057</b>	<b>40,387</b>	<b>33,512</b>	<b>23,572</b>	<b>22,641</b>	<b>29,248</b>

## Capital budget statement

	Result 2018/19 \$ '000	Original budget 2019/20 \$ '000	Forecast budget 2019/20 \$'000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Capital Funding</b>							
Working capital	12,521	18,471	16,602	10,634	17,498	11,481	8,446
Depreciation	38,416	38,972	38,029	26,634	36,252	35,665	35,509
<b>Capital grants and contributions</b>							
New grants	8,062	10,147	9,973	18,651	4,453	2,672	2,732
Grants rolled over from prior years	1,228	10,800	5,213	12,121	200	161	161
<b>Externally restricted reserves</b>							
Developer contributions	12,286	14,410	10,230	18,363	15,222	10,168	7,122
Domestic waste	12,652	3,000	1,250	-	-	-	-
Other	9,327	1,170	1,140	663	676	690	703
<b>Internally restricted reserves</b>							
Merger savings fund	562	5,434	3,963	2,444	80	770	-
Other	5,139	6,325	5,982	12,807	3,927	5,609	5,303
<b>Income from sale of assets</b>							
Plant and equipment	2,319	1,582	1,487	2,315	2,435	2,329	2,891
<b>Total funding</b>	<b>102,511</b>	<b>110,310</b>	<b>93,869</b>	<b>104,633</b>	<b>80,742</b>	<b>69,544</b>	<b>62,867</b>

### Capital budget statement

	Result 2018/19 \$ '000	Original budget 2019/20 \$ '000	Forecast budget 2019/20 \$'000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Capital expenditure</b>							
Buildings	14,006	27,666	26,031	26,229	14,853	8,777	8,460
Community land	4,484	2,500	3,491	175	-	-	-
Land improvements	2,443	3,452	3,926	1,242	2,696	1,557	2,819
Library books	1,057	1,223	1,315	1,239	1,235	1,291	1,351
Office equipment	2,283	2,711	3,905	1,861	1,520	1,520	1,500
Open space/recreational	12,184	15,979	13,598	14,682	9,830	7,870	7,735
Other assets	192	1,007	417	810	80	770	-
Other structures	6,696	9,399	8,416	17,212	11,082	8,190	5,940
Plant & equipment	23,116	8,234	6,784	6,538	4,024	5,979	5,925
Road, bridges & footpaths	27,697	28,411	19,448	24,907	17,572	21,335	20,409
Stormwater drainage	7,034	8,842	6,254	9,621	17,591	12,019	8,492
Swimming pools	1,320	886	-	-	-	-	-
<b>Total expenditure</b>	<b>102,511</b>	<b>110,310</b>	<b>93,869</b>	<b>104,633</b>	<b>80,742</b>	<b>69,544</b>	<b>62,867</b>



	*OLG benchmark	Result 2018/19 \$ '000	Original budget 2019/20 \$ '000	Forecast 2019/20 \$ '000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Budget Performance</b>								
<b>Operating Performance Ratio</b>	>0%	2.89%	1.03%	-2.24%	-1.31%	2.97%	3.66%	3.80%
measures the extent to which a council has succeeded in containing operating expenditure within operating revenue		✓	✓	✗	✗	✓	✓	✓
<b>Own Source Operating Revenue Ratio</b>	>= 60%	90.64%	86.82%	88.42%	86.18%	92.81%	93.47%	93.51%
measures fiscal flexibility. It is the degree of reliance on external funding sources		✓	✓	✓	✓	✓	✓	✓
<b>Operational Liquidity</b>								
<b>Unrestricted Current Ratio</b>	>= 1.5x	2.65x	1.61x	1.89x	1.79x	1.76x	1.82x	2.04x
represents a council's ability to meet short-term obligations as they fall due		✓	✓	✓	✓	✓	✓	✓
<b>Rates, Annual Charges, Interest &amp; Extra Charges Outstanding Percentage</b>	< 5%	3.7%	3.7%	4.6%	3.6%	3.6%	3.6%	3.6%
expressed as a percentage of total rates and charges available for collection in the financial year		✓	✓	✓	✓	✓	✓	✓
<b>Cash Expense Cover Ratio</b>	>= 3mths	7.53mths	4.69mths	5.11mths	3.86mths	3.42mths	3.40mths	3.82mths
liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow		✓	✓	✓	✓	✓	✓	✓

✓ benchmark met      ✗ benchmark not met

\* Office of Local Government sets financial benchmarks for all NSW councils

	*OLG Benchmark	Result 2018/19 \$ '000	Original Budget 2019/20 \$ '000	Forecast 2019/20 \$ '000	Budget 2020/21 \$ '000	Projected 2021/22 \$ '000	Projected 2022/23 \$ '000	Projected 2023/24 \$ '000
<b>Liability and Debt Management</b>								
<b>Debt Service Cover Ratio</b>	2.00x	6.40x	4.24x	4.24x	5.02x	7.32x	8.14x	10.83x
measures the availability of operating cash to service loan repayments		✓	✓	✓	✓	✓	✓	✓
<b>Asset Management</b>								
<b>Building and Infrastructure Renewals Ratio</b>	>= 100%	139.09%	142.60%	142.60%	108.71%	109.94%	117.05%	114.92%
assesses the rate at which these assets are being renewed against the rate at which they are depreciating		✓	✓	✓	✓	✓	✓	✓
<b>Infrastructure Backlog Ratio</b>	<= 2%	1.32%	1.27%	1.27%	1.24%	1.23%	1.22%	1.21%
ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure		✓	✓	✓	✓	✓	✓	✓
<b>Asset Maintenance Ratio</b>	>= 100%	115.45%	115.45%	115.45%	116.37%	119.08%	121.47%	123.39%
ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing		✓	✓	✓	✓	✓	✓	✓
<b>Cost to bring assets to agreed service level</b>	<= 2%	1.10%	1.07%	1.07%	1.04%	1.03%	1.02%	1.01%
ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure		✓	✓	✓	✓	✓	✓	✓

✓ benchmark met

✗ benchmark not met

\* Office of Local Government sets financial benchmarks for all NSW councils

A photograph of a forest with a large tree trunk in the foreground and sunlight filtering through the trees. The text "Capital Works Program 2020 - 2024" is overlaid in white.

# Capital Works Program 2020 - 2024



## Consolidated New Works 2020-2024

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Community, Arts and Culture</b>				
<b>Art works</b>				
Manly Art Gallery - art works	10	-	-	-
<b>Cultural improvements</b>				
Coast Walk - art trail	600	80	770	-
Coast Walk Aboriginal art and signage	200	-	-	-
<b>Community centre improvements</b>				
Warriewood Valley Community Centre new works	4,500	3,100	-	-
<b>Total</b>	<b>5,310</b>	<b>3,180</b>	<b>770</b>	<b>-</b>
<b>Corporate Support Services</b>				
<b>IT improvements</b>				
IT Infrastructure – new works	625	-	-	-
IT Software – new works	520	823	826	854
<b>Total</b>	<b>1,145</b>	<b>823</b>	<b>826</b>	<b>854</b>

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Economic Development, Events and Engagement</b>				
<b>Town and village centre activations</b>				
Dee Why Town Centre – design	208	217	227	-
Dee Why Town Centre – construction phase 1	2,998	2,470	2,834	-
Manly Laneways new works	522	233	-	-
<b>Total</b>	<b>3,727</b>	<b>2,919</b>	<b>3,061</b>	<b>-</b>
<b>Environment and Sustainability</b>				
<b>Coastal protection works</b>				
Collaroy-Narrabeen coastal protection works	2,901	-	-	-
<b>Stormwater program</b>				
Planned stormwater new works	750	1,431	1,465	1,499
Warriewood Valley Creekline Works	901	1,435	-	-
<b>Water and Energy Saving Initiatives</b>				
Installation of solar panels at Manly Andrew Boy Charlton Aquatic Centre	117	-	-	-
<b>Total</b>	<b>4,668</b>	<b>2,866</b>	<b>1,465</b>	<b>1,499</b>

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Kimbriki Resource Recovery Centre</b>				
<b>Kimbriki improvements</b>				
Kimbriki high level drain	2,204	7,600	3,646	-
Kimbriki landfill cell development Area 4A	177	-	-	-
Kimbriki gas capture system	110	170	110	110
Kimbriki cell development Area 4B	-	-	108	1,838
Kimbriki landfill cell development Area 4A/3B	404	1,947	739	271
<b>Total</b>	<b>2,895</b>	<b>9,717</b>	<b>4,603</b>	<b>2,219</b>
<b>Library Services</b>				
<b>Community space and learning</b>				
New library technology	20	20	20	-
Library local priority grant purchases	117	260	236	236
<b>Library upgrades</b>				
Mona Vale Library outdoor courtyard	6	-	-	-
Mona Vale Library - upgrades and new works	266	-	-	-
<b>Total</b>	<b>410</b>	<b>280</b>	<b>256</b>	<b>236</b>

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Parks and Recreation</b>				
<b>Foreshore and building improvements</b>				
Foreshores new and upgrades	685	1,340	575	650
Mona Vale Surf Life Savings Club - new building works	7,267	-	-	-
Long Reef Surf Lifesaving Club - new building works	3,902	2,453	-	-
Collaroy Beach accessible ramp	315	-	-	-
<b>Playground improvements</b>				
Playgrounds - new and upgrades	357	580	230	400
Connecting all Through Play - Inclusive Play	525	-	-	-
<b>Recreational trails</b>				
Recreational Trails - new and upgrades	-	-	50	1,000
<b>Sportsgrounds improvements</b>				
Sports Club Capital Assistance Program	100	100	100	100
Connecting all Through Play - Active Play	547	-	-	-
Synthetic sportsground conversion	-	3,700	1,650	100
Brookvale Oval upgrade	-	800	-	-
Sportsgrounds - new and upgrades	204	-	-	-

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Reserves and parks improvements</b>				
North Curl Curl youth facility	100	800	-	-
Youth facilities	193	-	200	200
Reserves new and upgrades	640	-	-	-
Warriewood Valley - public space and recreation	1,149	1,186	1,000	-
Freshwater Beach masterplan implementation	150	1,250	1,500	500
McKillop Park walk	-	100	750	750
Reserve pathway and lighting - new	280	-	293	300
Clontarf masterplan implementation	-	-	-	200
Public Space Protection Program	360	-	-	-
Newport Beach Basketball Court	85	-	-	-
<b>Town centre and village upgrades</b>				
Commerical centre upgrade program	1,000	650	500	1,500
West Esplanade activation plan	50	450	-	-
Public defibrillator installation	10	-	50	50
<b>Total</b>	<b>17,920</b>	<b>13,408</b>	<b>6,898</b>	<b>5,750</b>

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Property and Facilities</b>				
<b>Civic building and compliance works</b>				
Wyatt Avenue Futsal Centre new works	164	-	-	-
Currawong Cottages - new cottages, games room and amenities	1,719	-	-	-
<b>Emergency buildings program</b>				
Duffys Forest Rural Fire Station new works	1,570	-	-	-
Marine Rescue Broken Bay Building - new works	400	200	-	-
<b>Public amenities improvements</b>				
North Curl Curl youth public amenities	200	-	-	-
West Esplanade accessible amenity	-	-	-	50
Porters Reserve Clubhouse changespace	-	800	-	-
Little Manly Point Amenity	-	500	-	-
<b>Acquisition of land</b>				
Acquisition of minor land parcels	175	-	-	-
<b>Cemetery works</b>				
Manly Cemetery Columbarium new works	200	-	-	-
<b>Total</b>	<b>4,427</b>	<b>1,500</b>	<b>-</b>	<b>50</b>

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Transport, Traffic and Active Travel</b>				
<b>Active Travel – cycleways and footpaths</b>				
Footpath new	3,597	1,500	3,000	3,000
Bike Plan implementation - new works	50	350	350	500
Connecting Communities - footpaths program	2,525	-	-	-
Connecting Communities - cycleways program	5,610	-	-	-
Warriewood Valley - pedestrian and cycleway network	-	419	492	-
Narrabeen Lagoon pedestrian and cycle bridge	4,998	-	-	-
<b>Road and related infrastructure upgrades</b>				
New traffic facilities	400	400	340	500
Traffic facility delivery - accelerated	327	697	-	-
Scotland Island roads and drainage improvements	163	270	150	220
Warriewood Valley – traffic and transport infrastructure	1,755	500	500	1,000
Church Point - new infrastructure	1,184	-	-	-
Kerb and gutter new	256	539	563	500
Bus stop infrastructure new	-	-	70	180
Church Point master plan boardwalk extension	1,544	-	-	-

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Car parks and parking stations</b>				
Smart Parking infrastructure project	350	-	-	-
<b>Wharf upgrades</b>				
Church Point commuter wharf expansion	42	340	-	-
<b>Total</b>	<b>22,801</b>	<b>5,015</b>	<b>5,466</b>	<b>5,900</b>
<b>Total New Works</b>	<b>63,304</b>	<b>39,709</b>	<b>23,344</b>	<b>16,507</b>

## Consolidated Renewal Works 2020-2024

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Children's Services</b>				
Children's centres works program	-	150	150	150
<b>Total</b>	<b>-</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Community, Arts and Culture</b>				
<b>Community centre improvements</b>				
Community buildings works program	400	500	600	700
Community centres minor works program	84	92	94	102
<b>Cultural improvements</b>				
Glen Street Theatre renewal works	400	60	65	150
<b>Total</b>	<b>884</b>	<b>652</b>	<b>759</b>	<b>952</b>

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Corporate Support Services</b>				
<b>IT improvements</b>				
IT Infrastructure replacements	207	-	-	-
Computers, laptops and mobile devices - replacement	489	677	674	646
<b>Total</b>	<b>696</b>	<b>677</b>	<b>674</b>	<b>646</b>
<b>Environment and Sustainability</b>				
<b>Stormwater program</b>				
Planned stormwater renewal works	4,666	6,020	5,778	5,839
Reactive stormwater renewal works	918	939	961	981
Gross pollutant trap renewal works	92	94	97	99
<b>Water and energy saving initiatives</b>				
Energy saving initiatives works program - special rate variation	175	-	-	-
Energy saving initiatives works program - revolving energy fund	184	298	303	308
Water saving and re-use initiatives - special rate variation	90	71	72	73
<b>Total</b>	<b>6,124</b>	<b>7,423</b>	<b>7,211</b>	<b>7,301</b>

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Kimbriki Resource Recovery Centre</b>				
<b>Kimbriki improvements</b>				
Kimbriki vehicles	200	200	200	450
Kimbriki renewal program	551	579	600	600
Kimbriki other	66	68	70	72
<b>Total</b>	<b>817</b>	<b>847</b>	<b>870</b>	<b>1,122</b>
<b>Library Services</b>				
<b>Community space and learning</b>				
Library books - replacement	1,239	1,235	1,291	1,351
<b>Library upgrades</b>				
Library buildings works program	-	-	100	200
Forestville Library upgrades	-	200	100	-
<b>Total</b>	<b>1,239</b>	<b>1,435</b>	<b>1,491</b>	<b>1,551</b>

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Parks and Recreation</b>				
<b>Foreshore and building improvements</b>				
Tidal pools refurbishment	730	700	500	500
Foreshores renewal program	1,340	1,735	2,530	2,170
Rockpool renewal program	107	120	920	920
Dinghy storage	-	40	40	40
Surf Lifesaving Club minor renewal works	1,000	1,000	1,000	1,000
Surf Lifesaving Club major renewal works	1,000	1,000	1,000	1,000
South Narrabeen Surf Life Saving Club	212	-	-	-
<b>Playground improvements</b>				
Playground renewal program	445	625	755	635
<b>Recreational trails</b>				
Recreational trails renewal program	300	400	430	420
<b>Reserves and parks improvements</b>				
Reserves renewal program	275	595	315	460

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Sportsgrounds improvements</b>				
Sportsfield renewal program	1,605	1,700	1,000	1,300
<b>Town centre and village upgrades</b>				
Place making infrastructure	627	-	-	-
Commercial centre renewal program	750	350	1,700	1,700
<b>Total</b>	<b>8,392</b>	<b>8,265</b>	<b>10,190</b>	<b>10,145</b>
<b>Property and Facilities</b>				
<b>Civic building and compliance works</b>				
Operational buildings works program	600	550	550	500
Sport buildings works program	-	850	1,450	850
Beach buildings works program	-	100	300	300
Disability access compliance works (DDA)	-	200	200	200
Building Code of Australia compliance works (BCA)	-	200	200	200
Sydney Lakeside Holiday Park renewal works	300	250	250	400
Pittwater Golf Driving Range renewal works	-	50	100	150

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Emergency buildings program</b>				
Emergency buildings works program	-	150	150	150
<b>Aquatic centre improvements</b>				
Manly Aquatic Centre renewal works	100	160	170	120
Warringah Aquatic Centre renewal works	135	140	145	80
<b>Public amenities improvements</b>				
Public Amenities works program	432	1,500	1,500	1,500
Clontarf Reserve amenities renewal	380	-	-	-
<b>Cemetery works</b>				
Mona Vale Cemetery works program	-	150	150	150
<b>Total</b>	<b>1,947</b>	<b>4,300</b>	<b>5,165</b>	<b>4,600</b>

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Transport, Traffic and Active Travel</b>				
<b>Active Travel – cycleways and footpaths</b>				
Footpath renewal works	1,132	1,410	1,480	1,570
<b>Road and related infrastructure upgrades</b>				
Bus stop renewal works	48	90	90	100
Kerb and gutter renewal works	1,337	1,565	1,640	1,700
Retaining wall renewal works	500	500	500	500
Road resheeting program	7,221	7,794	8,131	8,319
Bridge renewal works	1,595	-	-	-
<b>Car parks and parking stations</b>				
Car park renewal works	688	700	720	750
Multi storey car park renewal works	150	100	100	100

Project	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Wharf upgrades</b>				
Wharves works program	379	1,370	1,370	1,500
Carol's Wharf renewal works	1,261	-	-	-
Bells Wharf renewal works	775	-	-	-
<b>Plant and fleet</b>				
Major plant renewal	2,076	705	1,526	1,162
Light fleet renewal	3,919	2,952	3,933	3,991
<b>Total</b>	<b>21,080</b>	<b>17,185</b>	<b>19,490</b>	<b>19,692</b>
<b>Waste and Cleansing</b>				
<b>Plant and equipment</b>				
Public place bin enclosures	150	100	200	200
<b>Total</b>	<b>150</b>	<b>100</b>	<b>200</b>	<b>200</b>
<b>Total Renewal Works</b>	<b>41,329</b>	<b>41,034</b>	<b>46,200</b>	<b>46,360</b>

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