

# **ATTACHMENT BOOKLET 1**

**ORDINARY COUNCIL MEETING** 

**TUESDAY 23 FEBRUARY 2021** 

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# QUARTERLY BUDGET REVIEW STATEMENT

# **DECEMBER 2020**

2021/076229





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# Income and operating expenses budget review statement

For the period 1 July 2020 to 31 December 2020

				Annual			Year to date
	2019-20	ORIGINAL	REVISED	Recommended		CURRENT	YTD
	Actual	Budget	Budget	changes for Council	v	Forecast	Actual
	\$'000	\$'000	\$'000	resolution \$'000	Notes	\$'000	\$'000
Income from continuing or	erations						
Rates and annual charges	208,594	218,106	218,710	-	1	218,710	218,801
User charges and fees	74,513	77,954	80,264	(1,855)	2	78,409	39,525
Investment fees and revenues	4,301	1,700	1,528	(42)	3	1,486	822
Other revenues	23,118	25,256	23,312	(3,685)	4	19,627	9,395
Grants and contributions - Operating purposes	20,230	15,573	19,346	2,606	5	21,952	10,119
Grants and contributions - Capital purposes	35,194	36,238	41,333	(4,887)	6	36,446	12,242
Total income from continuing operations	365,950	374,827	384,492	(7,862)		376,630	290,904
	-						
Expenses from continuing Employee benefits and							
oncosts	(135,555)	(135,923)	(136,193)	(262)	7	(136,455)	(65,685)
Borrowing costs	(2,947)	(2,828)	(2,793)	1	8	(2,792)	(1,367)
Materials and contracts	(119,524)	(107,534)	(110,490)	(605)	9	(111,095)	(53,244)
Depreciation and amortisation	(43,546)	(41,418)	(42,641)	(356)	10	(42,997)	(21,434)
Other expenses	(45,734)	(55,314)	(61,999)	(313)	11	(62,312)	(34,871)
Gain/(Loss) on disposal of assets	6	(3,028)	(3,028)	260	12	(2,768)	409
Total expenses from continuing operations	(347,300)	(346,046)	(357,144)	(1,275)		(358,419)	(176,191)
Surplus / (Deficit) from continuing operations	18,649	28,781	27,348	(9,137)		18,210	114,713
Surplus / (Deficit) before Capital Grants & Contributions	(16,544)	(7,457)	(13,985)	(4,250)		(18,236)	102,471
Less: Rates yet to be allocate	ed						(80,513)
Surplus / (Deficit) before C	apital Grants 8	Contribution	<b>1S</b> - adjusted for	rates unallocated			21,959



#### Income and expenses budget review statement

#### excluding Kimbriki Environmental Enterprises

#### For the period 1 July 2020 to 31 December 2020

Council is the majority shareholder (96%) in Kimbriki Environmental Enterprises Pty Ltd. Kimbriki operates a waste and recycling business with a 25-year lease over a Council owned site. As a subsidiary of the Council, the consolidated financial reports of the Council incorporate the Kimbriki operation. For the information of the Council, an Income Statement has been prepared to represent the financial results of the Council's operations, excluding Kimbriki.

		Aı	nnual		Year to date
	ORIGINAL	REVISED	Recommended	CURRENT	YTD
	Budget \$'000	Budget \$'000	Changes \$'000	Forecast \$'000	Actual \$'000
Income from continuing operati	ons				
Rates and annual charges	218,106	218,710	-	218,710	218,801
User charges and fees	54,498	56,807	(2,562)	54,245	26,971
Investment fees and revenues	1,394	1,394	-	1,394	767
Other revenues 1.	25,680	27,661	(3,684)	23,978	13,640
Grants and contributions - Operating purposes	15,573	19,346	2,606	21,952	10,119
Grants and contributions - Capital purposes	36,238	41,333	(4,887)	36,446	12,242
Total income from continuing operations	351,489	365,251	(8,526)	356,725	282,539
Expenses from continuing oper	ations				
Employee benefits and oncosts	(130,617)	(130,887)	(589)	(131,476)	(63,359)
Borrowing costs	(1,190)	(1,503)	-	(1,503)	(730)
Materials and contracts <sup>2</sup>	(105,332)	(108,476)	(457)	(108,933)	(51,723)
Depreciation and amortisation	(39,099)	(40,451)	-	(40,451)	(20,074)
Other expenses	(45,717)	(52,402)	28	(52,374)	(29,844)
Gain/(Loss) on disposal of assets	(3,028)	(3,028)	260	(2,768)	405
Total expenses from continuing operations	(324,983)	(336,746)	(758)	(337,504)	(165,325)
Surplus / (Deficit) from continuing operations	26,506	28,506	(9,284)	19,222	117,214
Surplus / (Deficit) before Capital Grants & Contributions	(9,732)	(12,827)	(4,397)	(17,224)	104,972
Less: Rates yet to be allocated					(80,513)
Surplus / (Deficit) before Capital	l Grants & C	ontribution	1S - adjusted for rat	tes unallocated	24,459

<sup>1.</sup> Other Revenues includes lease income and dividends received from Kimbriki

<sup>&</sup>lt;sup>2.</sup> Materials and Contracts includes disposal costs charged to Council by Kimbriki



#### **Notes to the Income Statement**

#### For the period 1 July 2020 to 31 December 2020

#### Recommended changes to the Revised Budget

Budget variations being recommended include the following material items:

	Propo varia		
Note	Fav / (l		Details
	\$'000	%	
2	(1,855)	(2.3%)	User charges and fees
			Decreases in income for a number of Council businesses (offset by expenditure
			where possible) due to the impact of the COVID-19 pandemic, including:
			Parking fees income due to the decreased usage at car parks (\$1.431m),
			Lakeside Holiday Park (\$1.300m),     Community Control income due to decreased natropage (\$0.450m).
			<ul> <li>Community Centres income due to decreased patronage (\$0.459m),</li> <li>Environmental health and fire safety income due to the waiving of fees (\$0.259m),</li> </ul>
			Aquatic centres income due to decreased patronage (\$0.330m),
			• Glen Street Theatre income due to the closure of the theatre (\$0.327m) partially
			offset by reduced expenditure.
			These decreases have been offset by increases in income:
			Kimbriki Resource Recovery Centre \$0.707m,
			<ul> <li>Transport Network and other road fees \$0.614m,</li> </ul>
			<ul> <li>Development Assessment income \$0.300m,</li> </ul>
			<ul> <li>Golf Driving Range income due to strong demand \$0.264m,</li> </ul>
			<ul> <li>Children's Services income due to strong demand \$0.698m, partially offset by a</li> </ul>
			fee reduction for "free preschool" grant funded service (\$0.496m).
3	(42)	(2.8%)	Investment fees and revenues
	(,	(====,	Revision of interest forecast on Kimbriki investments (\$0.042m).
4	(3,685)	(15.8%)	Other revenues
	(0,000)	(10.070)	Decreases in:
			<ul> <li>Fines income due to the impact of COVID-19 (\$2.921m),</li> </ul>
			Advertising on Council's structures (\$0.690m).
5	2 606	42 E0/	Cranto and contributions Operating numbers
5	2,606	13.5%	Grants and contributions - Operating purposes  Additional operating grants and contributions including:
			Bare Creek Bike Park maintenance contribution - \$0.300m,
			Library Subsidy - \$0.697m (reclassify from capital grant),
			B-line offset tree planting corridor Mona Vale to Seaforth - \$0.696m,
			Children's Services grants including "free preschool" program, partially offset by
			user fees and charges \$0.777m.
6	(4,887)	(11.8%)	Grants and contributions - Capital purposes
·	(1,001)	(11.070)	Additional VPA contribution towards undergrounding power at Fern Creek
			Warriewood \$0.297m.
			Capital grants and contributions associated with the capital works program
			including Mona Vale Surf Club - (\$3.418m), Connecting Communities - Cycleway
			Programs - (\$2.377m), Collaroy - Narrabeen Coastal protection works - (\$1.566m),
			Long Reef Surf Club (\$1.250m), Footpath works - \$1.662m, Bike plan
			implementation works - \$1.254m and Lionel Watts East sports building - \$0.722m
			(refer to Capital Expenditure schedule).
	(7,862)		TOTAL INCOME VARIATIONS
	. , ,		



Note	Proposed variation Fav / (Unfav)		Details
	\$'000	%	
7	(262)	(0.2%)	Employee benefits and oncosts  Primarily due additional costs in Children's Services, Human Resources and Waste Services partly offset by reductions at Kimbriki
8	1	0.0%	Amortisation of discount - tip remediation - \$0.001m.
9	(605)	(0.5%)	Increases in:  • Tree management expenditure at B-Line corridor Mona Vale to Seaforth offset by operating grant - (\$0.696m),  • COVID-19 response incl VMS traffic boards, logistics, cleaning - (\$0.445m),  • Bare Creek Bike Park expenditure offset by operating contribution - (\$0.300m),  • Kimbriki materials and contracts as a result of processing higher volumes - (\$0.149m).  Decreases include:  • Reduced Performance Fees, Royalties and Marketing Costs in Community, Arts and Cultural Services - \$0.446m,  • Reduced fine processing fees (due to decreased fines) - \$0.400m,  • Reduced petrol and other fuels in plant and fleet management - \$0.160m.
10	(356)	(0.8%)	Depreciation and amortisation Kimbriki depreciation and amortisation including usage of Land Cell 4A and amortisation of remediation asset (\$0.356m).
11	(313)	(0.5%)	Other expenses Increases in:  COVID-19 subsidy for winter 2020 sportsfield hire - (\$0.500m),  Kimbriki additional expenses including waste levy as a result of higher than expected landfill tonnages - (\$0.323m),  Additional Youth and Community Grants (Council res. 27 Oct 2020) - (\$0.250m).  Decreases in:  Lakeside Holiday Park management fees (due to reduced income) - \$0.400m,  Human Resources re-allocation to fund trainee program and reductions in other expenses \$0.217m and reduction in Governance for councillors expenses \$0.080m.
12	260	(8.6%)	Gain/(Loss) on disposal of assets  • Net profit of \$0.260m on the sale of land on Wakehurst Parkway to Oxford Falls Grammar School
	(1,275)		TOTAL OPERATING EXPENDITURE VARIATIONS
	(9,137)		TOTAL RECOMMENDED CHANGES TO INCOME AND OPERATING EXPENSES



# **Capital Budget Statement**

# For the Period 1 July 2020 to 31 December 2020

			RECOMMENDED changes for		Actual 1 Jul 2020
	ORIGINAL	REVISED	Council Resolution	CURRENT Forecast	to 31 Dec 2020
	Budget \$'000	Budget \$'000	\$'000	\$'000	\$'000
Capital Funding					
Working Capital	10,634	16,202	(3,212)	12,990	1,715
Depreciation	26,635	29,230	(3,215)	26,015	10,672
Capital Grants & Contributions	,	,		,	,
- New Grants	18,651	23,266	1,027	24,293	7,080
- Grants from prior years	12,121	12,873	(6,311)	6,562	976
Externally restricted reserves	, , , , ,	,	(-,,	,	
- Developer contributions	18,363	18,956	(1,746)	17,210	4,450
- Domestic waste	-	100	46	146	146
- Other	1,048	1,542	_	1,542	230
Internally restricted reserves	,	,		,	
- Merger Savings Fund	2,444	3,511	(817)	2,694	328
- Other	12,422	14,088	(2,344)	11,744	2,904
Income from Sale of Assets	,	,		,	,
- Plant and equipment	2,315	2,315	_	2,315	378
Total Capital Funding	104,633	122,083	(16,572)	105,511	28,879
	,	,	. , ,	,	
Capital Expenditure (by Service)					
Children's Services	-	-	450	450	-
Community, Arts and Culture Service	6,194	7,283	45	7,329	754
Corporate Support Services	1,841	5,283	84	5,368	1,421
Economic Development, Events and Engagement Services	3,727	4,085	(1,298)	2,786	672
Environment and Sustainability Services	10,792	14,304	(4,367)	9,937	2,296
Kimbriki Resource Recovery Centre	3,713	4,059	-	4,059	713
Library Services	1,649	2,065	43	2,108	778
Parks and Recreation Services	26,312	29,317	(5,754)	23,562	7,877
Property and Facilities Services	6,374	7,788	(894)	6,894	3,892
Transport, Traffic and Active Travel	43,881	47,749	(4,781)	42,968	10,476
Waste and Cleansing Services	150	150	(100)	50	-
Total Capital Expenditure	104,633	122,083	(16,572)	105,511	28,879



#### Capital Expenditure - recommended changes to the budget

December 2020

					sot	JRCE OF FU	NDS	
Job	Job Description	Budget Variation + INCR / (DECR)	Reason for Change	Developer Contri	Externally restricted	Internally restricted	Grants and Contri	Dep'n / Working Capital
Bud	get funding reallocation	between proje	ects / funding sources					
CN01 162	North Curl Curl Youth Public Amenities	125,000	Funding transferred to cover costs associated with ground conditions for					125,000
CR05 015	Public Amenities Works Program	(125,000)	North Curl Curl Youth Public Amenities.					(125,000)
CR05 015	Public Amenities Works Program	127,500	Funding transferred for East					127,500
CR05 000	Sportsfield Renewal Program	(127,500)	Esplanade deck/walkway.					(127,500)
CR05 148	South Narrabeen SLSC - stage 2	64,000	Funding transferred to supplement club's contribution towards					64,000
136	Surf Lifesaving Club Minor Renewals	(64,000)	replacement of rear stairs.					(64,000)
CR05 140	Creative Arts Space - Avalon Golf Course	330,000	Funding transferred to cover costs involved in converting part of Avalon			330,000		
CR05 137	Creative Arts Space - Mona Vale design works	(330,000)	Golf Club House to a creative art space.			(330,000)		
049	Newport Surf Life Saving Club	1,768	Development application costs for					1,768
CR05 136	Surf Lifesaving Club Minor Renewals	(1,768)	Newport Surf Life Saving Club.					(1,768)
CN01 113	Synthetic Sportsground Conversion	107,103	Public Space Protection Program completed with remaining funding transferred to Synthetic Sportsground					107,103
CN01 153	Public Space Protection Program	(107,103)	Conversion for design following community engagement.					(107,103)
CN01 097	Library Bookstock	43,046	Re-allocate funds received from Development Contributions for library	43,046				
CN01 048	Foreshores - New and Upgrades	(43,046)	resources to fund new Mona Vale library stock.	(43,046)				
CN01 011	New Traffic	300,000	Funding transferred to repair traffic facilities impacted by construction				300,000	
CR05 014	Road Resheeting	(300,000)	activities of Northern Beaches Hospital Road CaNE Project.				(300,000)	
CR05 082	Library Bookstock (Bookvote)	0	Reclassification of Library Subsidy from capital to operational grant.				(600,000)	600,000
CN01 010	New Footpaths	0	Conserve working capital due to additional COVID losses – re-instate			(757,238)	757,238	
CR05 011	Footpath Renewal	0	project with Local Roads and				904,762	(904,762)
CR05 000	Sportsfield Renewal Program	0	Community Infrastructure Grant from Commonwealth Government.				680,000	(680,000)
reall	l budget funding ocation between ects/funding sources	-		-	-	(757,238)	1,742,000	(984,762)

Inc	rease in capital works bu	dget				
CN01 013	IT Software – New Works	46,075	Additional funding for domestic waste system improvements.	46,075		
	IT Service Delivery - Replacement	38,157	Additional laptops and docks to support working remotely requirements.			38,157
	Energy Saving Initiatives Works Program	9.082	Additional income from energy savings projects.		9,082	



				SOURCE OF FUNDS				
Job	Job Description	Budget Variation + INCR / (DECR)	Reason for Change	Developer Contri	Externally restricted	Internally restricted	Grants and Contri	Dep'n / Working Capital
CR05 035	Children's Centres Works Program	I // 50 000 I	Additional funding from Local Roads and Community Infrastructure Program for the renewal of playgrounds to address safety issues.				450,000	
CR05 136	Surf Lifesaving Club Minor Renewals		Additional capital contribution for Queenscliff Surf Club internal alterations and lift installation.				398,500	
CR05 149	Lionel Watts East - Sports Storage building		Showground stimulus funding program for expansion of eastern amenities building and refurbishment of existing building.				721,648	
CR05 150	Investment Properties Works Program	28,900	Contributions received from previous lessee to restore leased property to original condition.				28,900	
CN01 055	Warriewood Valley - Public Space and Recreation	584,000	Additional capital contribution for undergrounding power at Fern Creek (\$297,057 additional developer contribution included).	584,000				
CN01 170	Collaroy Beach Accessible Ramp		Amended design of Collaroy Beach accessible ramp with screw piles and a headstock to replace the single concrete monopole that was previously proposed.	148,750				
CN01 028	Bike Plan Implementation - New	1,253,779	Additional Active Transport Program (\$907,000) for construction of shared paths at various sites; Contribution for rectification of inferior quality assets handed over to Council (\$346,779).				1,253,779	
CN01 184	Dedication of road assets	365,512	Capital dedication Forestville Car Park.				365,512	
CR05 014	Road Resheeting	359,400	\$300,000 contribution from Ferrovial Construction for repair of local roads impacted by Hospital Road CaNE Project. \$59,400 Heavy Vehicle Safety and Productivity Grant for South Creek Rd roundabout upgrade.				359,400	
CR05 070	Major Plant	100,000	Additional funding from Local Roads and Community Infrastructure Grant for purchase of 5 Variable Message Sign (VMS) traffic boards.				100,000	
CR05 081	Wharves Works Program	212,436	\$82,733 additional Boating Now Grant for Currawong Wharf and Mackerel Beach Wharf investigation and detailed design. \$129,663 Pittwater SRV remaining funds allocated to Wharves Program.			129,663	82,773	
CR05 130	Carol's Wharf Renewal	113,380	Additional Boating Now Grant.			89,140	16,490	7,750
CR05 131	Bells Wharf Renewal	376,620	Additional Boating Now Grant.			209,620	540,000	(373,000)
033	Connecting all Through Play - Inclusive Play	-	Additional funding for the delivery of contract works for Clontarf Playground.	331,000				
CR05 030	Beacon Hill Community Centre and Youth Club	45.184	Additional works to finalise completion of project.					45,184
Tot	al increase in capital wor			1,063,750	46,075	428,423	4,326,084	(281,909)



			SOURCE OF FUNDS					
Job	Job Description	Budget Variation + INCR / (DECR)	Reason for Change	Developer Contri	Externally restricted	Internally restricted	Grants and Contri	Dep'n / Working Capital
Dec	rease in capital works b	udget						
CN01 140	Installation of Solar PV at MABC	(2,986)	Project completed - return surplus funds to Environmental Levy Reserve.			(2,986)		
CR05 007	Planned Stormwater Renewals	(920,000)	Program reviewed with a number of projects deferred into future years.					(920,000)
CR05 147	Public place bin enclosures	(100,000)	Project scale reduced pending the public space design guidelines to be finalised.					(100,000)
CN01 110	Currawong Cottages New Cottages, Games Room and Amenities	(105,400)	Conference Centre Grant already included in rollover.				(105,400)	
CN01 047	Sportsgrounds - New and Upgrades	(103,161)	Floodlighting no longer proceeding with budget reduced by \$175k. Additional \$71,839 Stronger Community Fund Round 2 allocated to complete Avalon Netball Courts.				(103,161)	
CN01 011	New Traffic	(200,000)	Bus Priority Grant already included in rollover.				(200,000)	
CN01 016	Dee Why Town Centre – Design	(42,270)	Construction of Triangle Park North scheduled to start in 21/22. Reduced budget to cover consultation and design development.	(42,270)				
CN01 017	Dee Why Town Centre – Construction – Phase 1	(925,000)	Funding transferred to CN01189 Triangle Park North commencing in 21/22.	(925,000)				
CN01 036	Manly Laneways	(331,077)	Work postponed to align with future precinct planning.	(331,077)				
Tot	al decrease in capital wo	rks (2,729,894)		(1,298,347)	-	(2,986)	(408,561)	(1,020,000)

Rol	lover to future years						
CN01 007	Collaroy-Narrabeen Coastal Protection Works	(2,810,515)	Council seawall works deferred pending construction of seawalls in adjacent private land.			(1,565,673)	(1,244,843)
CN01 061	Warriewood Valley Creekline works	(642,609)	Project deferred to allow for delays in Fern Creek works due to threatened species and additional consultation for Prosperity Wetland.	(642,609)			
CN01 124	Mona Vale SLSC	(5,500,000)	Commencement of construction delayed due to design changes including relocation of public toilets.		(1,790,158)	(3,418,000)	(291,842)
CN01 125	Long Reef Surf Life Saving Club	(1,250,000)	Commencement of construction delayed due to design changes.			(1,250,000)	
CN01 139	Duffys Forest Rural Fire Station	(1,400,000)	Development application re- submitted with project to start in 2021/22.			(1,220,000)	(180,000)
CN01 173	Manly Cemetery Columbarium	(170,000)	Project rephased while working through heritage requirements related to construction in the cemetery.				(170,000)
CN01 049	Reserves - New and Upgrades	(191,000)	Project delayed due to new heritage planning requirements for Ivanhoe Park	(191,000)			
CN01 144	Wyatt Avenue Futsal Centre	(98,148)	Project deferred until 2021/22 while Plan of Management is prepared.	(98,148)			
CN01 020	Warriewood Valley – Traffic and Transport Infrastructure	(579,971)	Project delayed with splay corner purchases for proposed roundabout works.	(579,971)			



				SOURCE OF FUNDS				
Job	Job Description	Budget Variation + INCR / (DECR)	Reason for Change	Developer Contri	Externally restricted	Internally restricted	Grants and Contri	Dep'n / Working Capital
CN01 059	New Infrastructure for Church Point	(628,836)	Contractor appointed for D&C contract. Construction commencement deferred to allow additional time to consult with the community on the final design.					(628,836)
CN01 079	Church Point Masterplan Boardwalk Extension	(821,829)	Construction commencement delayed due to proposed outdoor dining licence still to be considered by Council.					(821,829)
CR05 075	Bridge Renewal		Project deferred as construction for the Ocean St Bridge Abutments to be undertaken over winter.					(802,808)
CN01 031	Connecting Communities - Footpaths Programs	(2,151,832)	Project deferred due to extended community consultation timeline.			(1,038,943)	(1,112,889)	
CN01 032	Connecting Communities - Cycleways Program		Project deferred due to extended community consultation timeline for Newport to Avalon section.				(2,377,005)	
Tot	Total rollover to future years (19,424,553) (1,511,728) - (2,829,101) (10,943,567) (4,140,157)							
TO	TAL VARIATIONS	(16,572,024)		(1,746,325)	46,075	(3,160,902)	(5,284,044)	(6,426,828)

Approved Forecast 122,083,442
Revised Forecast 105,511,418



#### Cash and investments

For the period 1 July 2020 to 31 December 2020

			Annual Budget 2020/21			
	ACTUAL  Balance 30 June 2020 \$'000	ACTUAL  Balance 31 Dec 2020  \$'000	ORIGINAL Budget Closing Balance 30 June 2021 \$'000	REVISED Budget Closing Balance 30 June 2021 \$'000	changes for Council resolution \$'000	CURRENT Forecast Closing Balance 30 June 2021 \$'000
Total cash and investments	154,289	162,147	105,601	88,807	15,128	103,935
represented by:						
Externally restricted						
Development contributions	32,020	31,859	17,562	18,691	2,024	20,716
Unexpended grants - not tied to liability	170	140	43	20	0	20
Domestic waste management	3,420	970	2,832	1,188	(46)	1,142
Stormwater management	683	505	193	192	0	192
New Council Implementation Fund	484	118	0	0	0	0
Other - e/r	-	341	0	0	0	0
Total externally restricted	36,778	33,932	20,630	20,091	1,978	22,069
Internally restricted						
Deposits, retentions and bonds	13,169	13,169	13,169	13,169	0	13,169
Employee leave entitlements	7,248	7,248	6,809	7,248	0	7,248
Kimbriki landfill remediation	10,697	10,697	13,274	12,163	0	12,163
Manly Environmental Levy	1,681	1,699	1,412	1,452	3	1,455
Merger savings fund	5,169	4,753	1,376	1,326	994	2,320
Mona Vale Cemetery	4,605	4,618	4,819	4,946	130	5,076
Pittwater SRV	4,975	5,255	341	553	2,341	2,895
Plant and fleet replacement	-	752	331	305	0	305
Unexpended grants - tied to liability	3,963	4,603	285	584	1,629	2,214
Stronger Communities Fund (I/R)	17,265	15,370	6,881	6,974	5,797	12,771
Unexpended loans	1,479	304	1,479	304	(304)	0
Other i/r	1,520	1,220	1,284	1,208	0	1,208
Total internally restricted	71,772	69,689	51,459	50,233	10,591	60,824
Total restricted cash and investments	108,550	103,621	72,089	70,324	12,569	82,893
Total unrestricted cash and investments	45,739	58,526	33,512	18,483	2,559	21,042





#### **Cash flow statement**

For the period 1 July 2020 to 31 December 2020

Original Budget 2020/21 \$'000		Actual For the period 1 Jul 2020 to 31 Dec 2020 \$'000
	Cash flows from operating activities	
	Receipts:	
219,319	Rates and annual charges	133,652
81,665	User charges and fees	34,683
2,240	Investment revenue and interest	1,447
40,014	Grants and contributions	21,180
5,116	Bonds, deposits and retentions received	2,993
43,513	Other	17,396
	Payments:	
(134,821)	Employee benefits and on-costs	(66,669)
(119,757)	Materials and contracts	(61,480)
(1,195)	Borrowing costs	(752)
(5,116)	Bonds, deposits and retentions refunded	(3,150)
(61,802)		(40,398)
69,176	Net Cash provided (or used in) Operating Activities	38,902
_	Cash flows from investing activities  Receipts: Sale of investments	_
	Sale of infrastructure, property, plant & equipment	680
,	Payments:	
-	Purchase of investment securities	-
(103,449)	Purchase of infrastructure, property, plant and equipment	(28,469)
	Net cash provided from (or used in) investing activities	(27,789)
-	Cash Flows from financing activities  Receipts: Proceeds from borrowings and advances  Payments:	-
(5,102)	Repayment of borrowings and advances	(2,538)
	Finance lease liabilities	(563)
-	Dividends paid to minority interests	(154)
(5,102)	Net cash provided from (or used in) financing activities	(3,255)
(37,060)	Net increase(/decrease) in cash and cash equivalents	7,858
142,660	Cash, cash equivalents and investments at beginning of reporting period	154,289
105,600	Cash, cash equivalents and investments at end of reporting period	162,147



# **Statement of Financial Position**

#### as at 31 December 2020

Original		Actual
Budget 2020/21		as at 31 December 2020
\$'000		\$'000
	ASSETS	
	Current Assets	
7,254	Cash and Cash Equivalents	12,088
97,480	Investments	149,232
18,721	Receivables	105,729
220	Inventories	430
1,292	Other	3,470
124,968	Total Current Assets	270,950
	Non-Current Assets	
866	Investments	826
1,194	Receivables	1,136
5,157,365	Infrastructure, Property, Plant and Equipment	5,090,904
6,084	Investment Property	5,835
178	Other	-
5,165,686	Total Non-Current Assets	5,098,702
5,290,654	Total Assets	5,369,652
	LIABILITIES	
	Current Liabilities	
41.836	Payables	34,031
	Contract Liabilities	15,047
,	Lease Liabilities	666
4,983	Borrowings	2,599
,	Provisions	36,461
	Total Current Liabilities	88,804
,	Non-Current Liabilities	
-	Contract Liabilities	6,580
-	Lease Liabilities	10,121
17,370	Borrowings	22,320
44,628	Provisions	41,719
61,998	Total Non-Current Liabilities	80,740
150,605	Total Liabilities	169,544
5,140,049	Net Assets	5,200,108
	EQUITY	
	Retained Earnings	4,981,567
	Revaluation Reserves	218,156
	Council Equity Interest	5,199,723
	Minority Equity Interest	385
5,140,049	Total Equity	5,200,108



#### **Contracts Listing**

For the period 1 October 2020 to 31 December 2020

Contracts entered into during the three months to 31 December 2020 that exceed \$50,000 are detailed below:

Contract Number	Contractor's Name	Description	Tot	al Value Ex GST(\$)	Actual Start Date	Expected Finish Date	Budgeted Y/N
2020/006	GPM Constructions Pty Ltd	Bell and Carols Wharf Upgrades (Construction)	\$	2,200,608	23/10/2020	1/02/2021	Y
2020/040	Grindley Interiors Pty Ltd	Queenscliff Surf Club Lift & Internal Alterations	\$	1,028,004	14/12/2020	14/06/2021	Y
2020/050	Twenty Four Seven	Avalon Golf Club Creative Art Studio and Workshop Conversion	\$	444,182	5/10/2020	5/04/2021	Y
2020/102	Arcadis Australia Pacific Pty Ltd	Review of Existing Information and Biodiversity Survey	\$	169,645	8/10/2020	20/06/2021	Y
2020/130	Bayteck Pty Ltd	North Curl Curl Community Centre Public Amenities	\$	255,590	22/12/2020	23/04/2021	Y
2020/139	James Bennett Pty Ltd	Northern Beaches Library Books and Resource Materials	\$	4,500,000	5/11/2020	12/11/2025	Y
2020/145	Rachael & Carl Fallon	Taylors Point Tidal Pool Net Replacement	\$	69,078	4/11/2020	4/11/2021	Y
2020/152	Murphys Facilities Services Pty Ltd	Steel Platform and Stair at Glen Street Theatre	\$	109,999	19/10/2020	1/12/2020	Y
2020/153	Cardno (NSW) Pty Ltd	Brands Lane and Ponderosa Parade Drainage Design Services	\$	121,924	10/12/2020	1/03/2021	Y
2020/156	Avant Build Pty Ltd	Manly Oval Protective Boundary Netting Services	\$	106,050	17/11/2020	31/12/2020	Y
2020/161	Infigen Energy Markets Pty Ltd	Northern Beaches Council Renewable Electricity Power Purchase Agreement	\$	2,900,000	23/12/2020	31/12/2030	Y
2020/173	Dragonfly Environmental	Warriewood Wetland Restoration and Aquatic Weed Control Project	\$	113,748	16/11/2020	30/10/2021	Y
2020/176	Ozpave (Aust) Pty Ltd	Curl Curl Netball Courts Renewal	\$	241,305	27/11/2020	19/02/2021	Y
2020/181	Apunga	Burnt Bridge Creek Reserve	\$	151,950	15/12/2020	30/06/2021	Y
2020/186	Carfax Commercial Constructions Pty Ltd	Bushfire Upgrade Works at the Conference Centre Building, Currawong	\$	194,742	2/11/2020	2/12/2020	Y
2020/187	WhatFix Pty Ltd	Digital Adoption Solution	\$	158,720	1/12/2020	30/11/2022	Y
2020/189	Apunga	Manly Scenic Walkway West Bushland Restoration Project	\$	129,250	1/12/2020	14/06/2021	Y
2020/190	Toolijooa Pty Ltd	Manly Scenic Walkway East Bushland Restoration Project	\$	100,440	1/12/2020	14/06/2021	Y
2020/196	Australian Bushland Restoration Pty Ltd	Upper Middle Creek Contract	\$	195,000	30/11/2020	30/06/2023	Y
2020/197	Terra Australis Regeneration	Deep Creek South Bush Regeneration Contract	\$	75,000	17/11/2020	30/06/2023	Y
2020/200	Bush-it	Forestville Killarney Area Contract	\$	75,986	23/12/2020	30/06/2022	Y
2020/202	Australian Bushland Restoration Pty Ltd	Jamieson Park Area Contract	\$	125,000	29/12/2020	30/06/2022	Y
2020/204	Synthetic Grass & Rubber	North Steyne Major – Softfall Replacement	\$	73,202	3/12/2020	1/03/2021	Y
2020/210	National Trust Of Australia (NSW)	Belrose and Small Reserves – Bush Regeneration and HR Services	\$	102,092	13/11/2020	15/06/2021	Y
2020/214	Soil Conservation Service	Collaroy Beach Seawall Temporary Stabilisation Works	\$	183,000	10/12/2020	10/02/2021	Y
2020/222	Foodies Collective Pty Ltd	Staff Christmas Hampers	\$	90,000	11/11/2020	28/12/2020	Y
2020/223	Sydney Bush Regeneration Company Pty Ltd	MacKay Reserve Bushland Project	\$	63,750	1/12/2020	30/06/2021	Y
2020/226	Downer EDi Works	Services for the Recycling of Street Sweepings and Residual	\$	233,000	31/12/2020	30/12/2021	Y
2020/227	Terra Australis Regeneration	Collaroy Reserves – Bush Regeneration and HR Services – 2020	\$	86,715	25/11/2020	14/06/2022	Y
2020/229	SafetyWorks Group Pty Ltd	Development of 10 WHS Procedures	\$	75,330	11/11/2020	8/11/2021	Y
2020/230	Total Earth Care Co	Curl Curl to Cromer Bushland Restoration Project	\$	67,500	20/11/2020	14/06/2023	Y
2020/233	Australian Bushland	Ingleside Chase Bushland Restoration	\$	141,600	1/12/2020	18/06/2021	Y
2020/237	Restoration Pty Ltd Smart WFM Pty Ltd	People Central Program – Kronos Specialist Services	\$	68,800	16/11/2020	26/02/2021	Y
2020/243	JAN KOLTAI	Bayview and Peninsula Bushland Restoration	\$	51,250	11/12/2020	30/06/2022	Y
		Project	$\perp$	•			



Contract Number	Contractor's Name	Description	Tot	al Value Ex GST(\$)	Actual Start Date	Expected Finish Date	Budgeted Y/N
2020/247	Haskoning Australia Pty Ltd	Garden St Headwall – Detailed Design	\$	55,500	1/12/2020	1/04/2021	Y
2020/248	Sydney Bush Regeneration Company Pty Ltd	Deep Creek and Western Foreshores \$		74,625	8/12/2020	18/06/2021	Y
2020/252	Australian Bushland Restoration Pty Ltd	Attunga Nareen Bushland Restoration Projects	\$	89,000	15/12/2020	21/06/2021	Y
2020/255	National Trust Of Australia (NSW)	Minor Reserves and Powerful Owl Restoration Project	\$	57,750	18/12/2020	30/06/2021	Y
2020/257	Toolijooa Pty Ltd	Grevillea Caleyi and DFEC – Bush Regeneration and HR Service	\$	63,750	18/12/2020	15/06/2021	Y
2020/259	The Decorative & Visual Experts - The Dave	Summer Activation Tree Lighting	\$	113,153	14/12/2020	11/01/2021	Y
2020/260	Terra Australis Regeneration	Condover Reserve – Bush Regeneration and HR Services – 2020/21	\$	65,520	23/12/2020	15/06/2023	Y
2020/261	Apunga	Forestville Park – Bush Regeneration and HR Services 2020/21	\$	106,375	23/12/2020	15/06/2021	Y
2020/272	GLN Planning Pty Ltd	Ingleside Development Contributions Plan Preparation	\$	104,045	23/12/2020	22/06/2022	Y



# Budget review of consultancy and legal expenses

For the period 1 July 2020 to 31 December 2020

The table below discloses expenditure to date on consultancies and legal expenses:

Expense	1 July 2020 to 31 Dec 2020 \$	Budgeted (Y/N)
Consultancies	220,058	Υ
Legal services	1,985,428	Υ





# December 2020 Quarterly Report on Service Performance Implementing the Operational Plan 2020/21

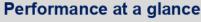


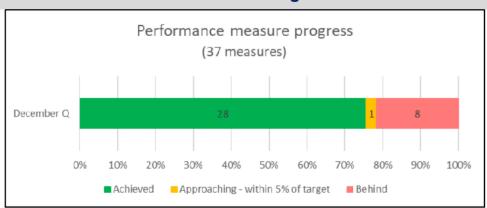
#### Introduction

This is a report on progress in implementing the Operational Plan 2020/21 for the quarter ending 31 December 2020. It is structured by 16 key services, with detail on service highlights, progress of projects, and the performance of services and finances. An overview of performance is below with further detail on the accompanying service pages.

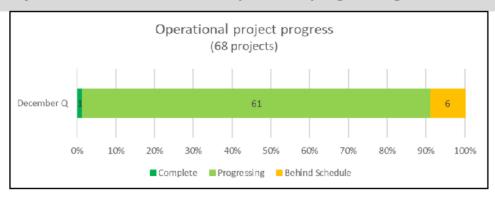
Of the 188 projects, 90% were either progressing or completed (comprised of 91% of operational and 90% of capital projects). In total, 12 projects are completed. Council's target is for 80% of all projects to be completed or progressing on schedule by 30 June 2021.

Results for 37 performance measures are included. Overall 76% of targets have been achieved and a further 2% are approaching their target. Most of the results with missed targets have been impacted by COVID-19.

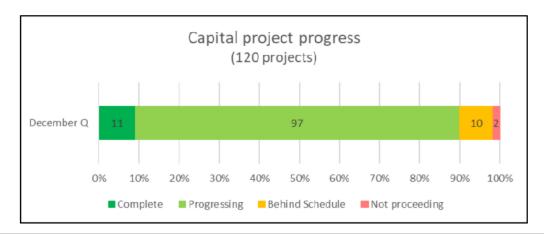




#### Project status: overall 90% completed or progressing on schedule







#### 23 Awards and Recognition

(N = National)

Council reached a new high, placing at 25 industry awards or recognition, 10 at national level. Eight awards were won, nine commended and six times placed as a finalist. In addition, our Belrose childcare centre was recognised with an excellence rating for outstanding commitment to inclusion, and exceeding national standards. Our Youth Development Team Leader was inducted into the Hall of Fame at the NSW Youth Work Awards.

Our staff team excelled, as national runner up in the Australasian Management Challenge. Council won the Overall Sustainable Cities Award for its sustainability practices, ethos and community collaboration. Other recognition related to other programs in environment and sustainability, waste, community engagement, planning, risk management, arts and creativity, and youth and social programs, in particular our partnership program on the Northern Beaches Suicide Response.

#### Australasian Management Challenge 2020

- Runner up finalist National Challenge (N)
- ❖ Winner Risk and Live Challenge sections (N)

#### Sustainable Cities Awards 2020 - Keep Australia Beautiful

- Winner Overall Sustainable Cities Award Sustainability practices, ethos and community collaboration
- Winner Response to Climate Change Award Environment and Climate Change Strategy 2040
- Highly Commended Coastal and Waterways Protection Operation Straw
- Winner Environmental Communications Award Swap for Good campaign
- Winner Recycled Organics Award Closed Loop Organic Recycling program
- Highly Commended Litter Action Award What a Load of Rubbish campaign on single use plastics

#### Excellence in the Environment Awards 2020, LG NSW

- Highly Commended Behaviour Change in Waste Waste Reduction Event and Video Series
- Highly Commended Communication, Education and Empowerment for Swap for Good Business Program



#### Sustainability Matters - Smart Cities Awards 2020

❖ Winner Future of Place (N) – jointly with Macquarie City Council and UTS

#### International Association for Public Participation Australasia Core Values Awards 2020

Highly Commended, Environment category (N) - Environment and Climate Change Strategy 2040

#### NSW Department of Education Early Childhood Educator Awards

Excellence rating for outstanding commitment to inclusion within the community, achieving a rating of Exceeding National Quality Standard (N) in all seven quality areas – Belrose Children's Centre

#### The Statewide Mutual Risk Management Excellence Awards 2020

Winner Metropolitan Regional category – Council's Disclosure Management System

#### Greater Sydney Commission Planning Awards 2020

Winner Community Collaboration Award – Local Strategic Planning Statement (Towards 2040) and Arts and Creativity Strategy (Connected through Creativity 2029)

#### Planning Institute of Australia Excellence Awards 2020

Commendation (N) – From Plan to Place - Dee Why Town Centre Urban Renewal

#### Urban Development Institute of Australia Excellence Awards 2020

Finalist Excellence in Urban Renewal (N) - Dee Why Town Centre Revitalisation

#### Local Government National Federation Awards 2020, LG Professionals Australia

Highly Commended Partnerships and Collaboration (N) - Northern Beaches Suicide Response

#### Resilient Australia Awards (NSW) 2020, NSW Office of Emergency Management

Highly Commended Local Government - Northern Beaches Suicide Response

#### National Awards for Local Government 2020

- Highly Commended Progressive Community Leadership (N) Northern Beaches Suicide Response
- Finalist Environmental Leadership and Sustainability (N) Swap for Good Program

#### Youth Work Awards 2020, Youth Action NSW

- Inducted into the Hall of Fame Justin Burke, Youth Development Team Leader
- Finalist Lifetime Achievement Award Justin Burke, Youth Development Team Leader
- Finalist Outstanding Youth Participation Youth Services Team
- Finalist Outstanding Partnership Wellbeing Program, jointly with Harris Farm Markets and Community Co-Op

#### In this report each service summary includes a short update on projects for the quarter:

Key:



Complete



Progressing



Behind schedule



Not proceeding



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#### **Environment and Sustainability**

#### **HIGHLIGHTS**

#### Coast, catchment and estuary management

The Northern Beaches was impacted by coastal storms earlier in the year. This quarter, work has been ongoing to maintain public safety and aid beach recovery.

Other projects undertaken this quarter include:

- Lagoon, headland and dune bush regeneration works across various sites
- Scotland Island water and wastewater feasibility study reports were completed and adopted by Council to forward to the State Government and Sydney Water
- School visits undertaken at Cromer High School with Macquarie University to speak to students about Dee Why Lagoon Catchment study on microplastics
- Catchment tours held in conjunction with Manly Art Gallery Waterways art exhibition
- Collaboration with adjoining Councils on coastal management programs for the Hawkesbury-Nepean Estuary and Sydney Harbour.

Council commissioned the UNSW Water Research Laboratory to investigate beach management and access options at Great Mackerel Beach in response to erosion. The report has been completed and recommendations contained in the report were discussed with representatives of the Great Mackerel Beach Residents Association and agreement reached that a beach scraping campaign will be scheduled for 2021.

#### Stormwater and floodplain management

The analysis of flood mitigation options through Floodplain Risk Management Studies is continuing in the Manly to Seaforth and McCarr's Creek, Mona Vale and Bayview areas. Consultation on these options will be undertaken in mid-2021 and will inform the selection of options to be implemented to reduce flood risk.

The Narrabeen Lagoon Entrance Management Strategy is being developed, with community consultation planned for early 2021.

#### **Bushland and Biodiversity**

Bushland was regenerated across 156 hectares in 46 sites, improving habitats and reducing invasive species. We planted 834 native plants this quarter with 85 new trees now in the ground.

Weed control projects reduced priority weeds in bushland and waterways, with ongoing control measures to contain their spread throughout high-risk creek catchments and road corridors. We successfully managed pest animals, including culling 14 foxes and 139 rabbits and 1 red eared slider turtle, reducing the pressure on native vegetation and wildlife.

#### Preparing for bush fires

The draft Bush Fire Management Policy was publicly exhibited during November-December 2020. This exhibition included half-hour appointments for residents to ask any questions and provide feedback.

Favourable weather allowed numerous hazard reduction burns on Council land throughout October and November. These burns have seen an additional 15.3 hectares of bushland hazard reduced to protect the community and environment e.g. Terrey Hills and Frenchs Forest.

2020/716209



Maintenance was completed on 250 extreme risk sites ahead of the bush fire season. Contractors are now maintaining the entire Asset Protection Zones (APZ) network including the outcome of funding applications submitted to the NSW Rural Fire Service to support these works.

#### Corporate Sustainability

At its August meeting, Council resolved to proceed with seeking a renewable electricity Power Purchase Agreement (PPA). Following tender assessment, the preferred supplier has been approved, and will provide 100% renewable electricity for Council's facilities and operations.

Council continues to claim Energy Saving Certificates for energy efficiency upgrades under the NSW Energy Saving Scheme, with \$25,000 received this financial year. These funds are being reinvested in more energy saving projects to further reduce our carbon emissions.

#### Education and Volunteering

Bushcare now has a total of 420 actively registered volunteers, a substantial increase on last quarter, considerably above average. Volunteer hours for the quarter were 1,038 for Bushcare and 156 for the Community Nursery. The wildflower site at Alan Newton Reserve in Curl Curl is growing very successfully with the help of our community volunteers and the Bushlink team

Our Life Below Water video series is now available on Council's website, depicting our underwater biodiversity, especially at Cabbage Tree Bay. The Friends of Cabbage Tree Bay have also been updating their website to cover six Aquatic Reserves.

COVID-related restrictions have resulted in lower attendance at our Environment Centres, though the new projector portraying underwater biodiversity has proved a big hit with visitors to the Coastal Environment Centre. Many students safely attend both incursions and excursions.

#### Assessing applications

A range of development applications (DAs) were referred for environmental assessment. This ensures that impacts and hazards are properly addressed, and protects infrastructure and the natural environment. The referrals this quarter included:

- Several DAs for private coastal protection works at Collaroy-Narrabeen beach
- 89 DAs with stormwater and floodplain considerations
- 138 DAs with bushland and biodiversity considerations
- 350 DAs with engineering aspects for assessment

Approximately 200 applications were received for assessment and certification under the Roads Act and the Local Government Act for activities such as driveways, hoarding permits and subdivisions.

Performance measures – Environment and Sustainability	Target	September quarter	December quarter			
Bush regeneration by contractors (hectares)	>45 ha	156	156			
Results Kev: Achieved Approaching - within 5% of target Behind - more than 5% off target						



Workload measures – Environment and Sustainability	September quarter	December quarter
No. sustainability education events	2	57
No. people attending sustainability education events	3,431	2,586
Gross pollutants removed from stormwater networks (tonnes)	120	254
No. DA referrals for assessment of environmental controls †	755	800

#### Notes on results:

#### **OPERATIONAL PROJECTS**

Kev:



Complete



Progressing



Behind schedule



Implement priority works to protect waterways, coastal environments and associated natural hazards - Executive Manager Environment & Climate Change

This program includes investigations and on ground works as well as monitoring of the condition of our coast and waterways.

Coastal storms in July and August caused beach erosion and damage. In order to maintain public safety, staff have undertaken works that aid beach recovery including beach scraping. Development applications were assessed for private protection works at Collaroy-Narrabeen beach, and several properties have commenced works between Stuart and Wetherill Streets.

Creek monitoring following this storm damage continued, along with targeted vegetation management to control sediment accumulation. Sedimentation was investigated at Careel Bay, Creek and stormwater channels. Illegal riverbank works at Oxford Creek were investigated with Environmental Compliance team.

Annual lagoon water quality monitoring commenced on Manly, Curl Curl, Dee Why and Narrabeen Lagoons and in the Pittwater waterway. Annual coastal geotechnical inspections were undertaken, and hazard warning signs were installed at a number of beach locations.



Undertake environment studies and investigations to support strategic planning of the Northern Beaches - Executive Manager Environment & Climate Change

The Environment Study is being prepared to support the development of the Northern Beaches Local Environment Plan. In addition, a series of studies are underway to support the new planning framework including biodiversity and riparian studies, an investigation of estuarine planning levels, a review of geotechnical information and stormwater quality management study.

<sup>&</sup>lt;sup>†</sup> DA referrals for assessment of environmental controls include those for coastal protection works, development engineering, stormwater/floodplain works and other works that may affect the natural environment or its biodiversity. This is a subset of all applications that Council receives and assesses.





# Expand volunteer and environment centre programs in response to community priorities - Executive Manager Environment & Climate Change

Bushcare now has a total of 420 actively registered volunteers, another substantial increase on last quarter, and considerably above normal. Total volunteer hours were 1,038 for Bushcare and 156 for the Community Nursery over the quarter. One of many sites, our volunteers and the Bushlink team have done a great job improving the wildflower site at Alan Newton Reserve in Curl Curl.

Our Life Below Water video series is now available on Council's website, depicting our underwater biodiversity, especially at Cabbage Tree Bay. Friends of Cabbage Tree Bay have also been updating their website, covering six Aquatic Reserves.



# Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway - Executive Manager Environment & Climate Change

The Wakehurst Parkway investigations are focused on identifying and, if feasible, implementing options to reduce very frequent flooding of the roadway. The draft feasibility study will be updated to reflect the availability of additional funding secured from the State Government, and be presented to Council in early 2021.



# Implement priority bushland, biodiversity and bushfire hazard works - Executive Manager Environment & Climate Change

Bushland was regenerated across 156 hectares in 46 sites. Priority weeds were reduced in bushland and waterways, with ongoing control measures to contain their spread throughout high-risk creek catchments and road corridors.

Over 200 customer requests were responded to, and 84 weed inspections undertaken on private property. Pest management included culling 14 foxes and 139 rabbits and one red eared slider turtle, reducing the pressure on native vegetation and wildlife.

New mapping and planning controls were progressed as part of developing a new Local Environment Plan and Development Control Plan. Extensive reviews and surveys of natural areas are underway.



# Develop and implement action plans and reporting to support the Environment and Climate Change Strategy - Executive Manager Environment & Climate Chang

The first draft action plan, for Climate Change, has been prepared and is undergoing final review and studio design. Once finalised it will be made available to the public on Council's website. The action plan provides an overview of the actions Council will be implementing over the next 4 years to tackle climate change.

Work has also commenced on the preparation of action plans for bushland, coast and catchments, biodiversity and education plans.



# Develop and implement a Narrabeen Lagoon Entrance Management Strategy - Executive Manager Environment & Climate Change

The Narrabeen Lagoon Entrance Management Strategy will investigate and develop long term options for the management of Narrabeen Lagoon in addition to optimise Council's existing emergency response arrangements. Comments have been provided to the consultant on the draft short and medium term progress reports.



The initial community consultation process for the Entrance Management Strategy is being finalised, along with an explainer video. Initial community consultation is planned for February and March 2021.

#### **CAPITAL PROJECTS**





**Key:** Complete Progressing



Behind schedule

#### Coastal Protection



Collaroy-Narrabeen Coastal Protection Works - Executive Manager Environment & Climate Change

Collaroy Narrabeen Coastal Protection Works are planned to be constructed to tie in with private protection works. Environmental assessment is underway and Council will commence construction on the next stage of public works in 2021.

#### Stormwater program



Planned Stormwater New - Executive Manager Environment & Climate Change

The delivery of the program has been impacted by wet weather, contractor availability and COVID-19.

For Narrabeen Lagoon flood management, a feasibility study commenced for the proposed levees at Wabash and Waroon Ave Cromer, and consultants have started hydraulic modelling.

For the Asset Inspection Program, Newport is next programmed for inspection by CCTV. At Newport Beach a consultant has been engaged for a feasibility study of a water sensitive urban design of the stormwater system.



Warriewood Valley creekline works - Executive Manager Environment & Climate Change

The Construction of Fern Creek Rehabilitation Project is almost complete across three sites. A variation for fencing is to be completed in January.

The request for quotation for the Prosperity Wetland Project is in the final stages of development, and a preliminary Site Ecological Assessment has been completed.

Planned stormwater renewal works - Executive Manager Environment & Climate Change

The delivery of the program has been impacted by wet weather, contractor availability and COVID-19.

- Pipe remediation works are progressing at various locations. Pit reconstruction works for Package 1 are complete, and plans are in progress for Packages 2 and 3.
- For North Steyne, Council endorsed the tender for the GPT with works planned to start by March.
- At Fairy Bower a contractor has been engaged for drainage works to start in April.



#### Stormwater program

- Collaroy ocean pool outlet and stormwater investigation, flood modelling is complete
  and concept design for the stormwater works by the seawall are in progress.
- Park Street, Mona Vale drainage improvements, community consultation has been completed and concept design is underway.
- Howell Close trash rack, Newport, works were completed in November, and newly planted vegetation will be monitored through summer.
- Snapperman Beach outlet, Palm Beach, early stage 1 works are underway and others are in planning stage.



# Reactive stormwater renewal works - Executive Manager Environment & Climate Change

This program investigates issues and carries out minor renewal works to the stormwater network, so that Council assets are well-maintained and local flooding risks are reduced. There are currently 345 active customer requests relating to stormwater issues. Works this quarter included:

- Pipe repairs at Headland Road, North Curl Curl
- Pit reconstructions at Loblay Crescent, Bilgola Plateau and Maxwell Street, Mona Vale
- Pipe patching in Edwin Street, Fairlight
- · Emergency works at Seaforth Crescent, Seaforth
- Removed 254 tonnes of waste from our gross pollutant traps.



# Gross Pollutant Trap renewal works - Executive Manager Environment & Climate Change

Council upgrades and repairs stormwater quality improvement devices, including gross pollutant traps (GPTs), to protect and enhance the natural environment. Preparations are underway to audit all GPTs and Water Quality Devices in Manly and surrounds, to help prioritise works.

#### Water and Energy Saving initiatives



Installation of solar at Manly Andrew Boy Charlton Aquatic Centre – Executive Manager Environment & Climate Change

Project has been completed. System installed, monitoring has commenced and final inspection completed.



Energy saving Initiatives works program - special rate variation - Executive Manager Environment & Climate Change

This project delivers energy efficiency and renewable energy projects in the former Pittwater area. During this month energy efficient lighting upgrades were completed at Mona Vale Library and Sydney Lakeside Holiday Park. The lighting audit was completed to support the development of the lighting management plan for the application to designate the Palm Beach Headland as an Urban Night Sky Place. The evaluation report was completed for solar panel expansion at Avalon Recreation Centre and Coastal Environment Centre and a solar panel expansion and battery installation at the Newport Recreation Centre with works to commence in the new year.

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#### Water and Energy Saving initiatives



**Energy saving initiatives works program - revolving energy fund - Executive Manager Environment & Climate Change** 

This project delivers energy efficiency and renewable energy works across the local government area (LGA). More than \$25,000 income from energy savings certificates has been received this financial year. The quotes have been reviewed and a preferred supplier recommended for the expansion of solar panels at Cromer Depot, Forestville Library and the Roundhouse Children Centre. Works are due to commence early in the new year. The business case for energy efficiency works at Manly Town Hall, Warringah Aquatic Centre and Glen Street Theatre was approved with works to be completed by the end of the financial year.



Water saving and re-use initiatives - special rate variation - Executive Manager Environment & Climate Change

This project delivers water savings and re-use initiatives in the former Pittwater area. Background work continued on investigations to better understand water consumption at several of the high water-using sites.



#### **FINANCIALS**

#### **Environment and Sustainability**

Income Statement - 1 October to 31 December 2020

	,	Year to date			Annual	
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$	\$	\$	\$	\$	\$
Income from Operations						
User Charges and Fees Investment Fees and Revenues	823,476	756,869	66,606	1,654,251	1,592,206	1,592,206
Other Revenues	_	-	-	_	_	-
Grants and Contributions - Operating Purposes Gains on disposal of	1,454,389	1,366,377	88,012	2,612,733	3,756,378	3,783,731
Assets		-			-	
Total Income from Operations	2,277,865	2,123,246	154,619	4,266,98	5,348,585	5,375,938
Expenses from Operations Employee Benefits and Oncosts	(3,728,888)	(3,728,128)	(760)	(7,544,579)	(7,582,365)	(7 671 747)
Borrowing Costs	(3,720,000)	(3,720,120)	(700)	(1,344,319)	(1,302,303)	(7,671,747)
Materials and Contracts	(2,711,369)	(3,346,737)	635,368	(7,062,282)	(7,668,557)	(8,134,761)
Depreciation and Amortisation	(3,477,468)	(3,477,468)	-	(6,954,936)	(6,954,936)	(6,954,936)
Other Expenses	(3,902,113)	(3,815,535)	(86,578)	(7,593,895)	(7,595,141)	(7,649,891)
Internal Charges	(1,212,576)	(1,276,096)	63,520	(2,560,756)	(2,564,221)	(2,557,821)
Overhead Allocation	(1,459,481)	(1,459,481)		(2,918,961)	(2,918,961)	(2,918,961)
Total Expenses from Operations	(16,491,895)	(17,103,444)	611,550	(34,635,409)	(35,284,181)	(35,888,118)
Surplus / (Deficit) from Operations	(14,214,029)	(14,980,198)	766,168	(30,368,425)	(29,935,597)	(30,512,180)
Income from Capital Grant	s and					
Grants and Contributions - Capital Purposes Surplus / (Deficit) from	25,082	115,415	(90,333)	1,450,258	1,581,673	25,082
Operations including Capital Grants and Contributions	(14,188,947)	(14,864,783)	675,836	(28,918,168)	(28,353,924)	(30,487,098)
Rates and Annual Charges						
Rates and Annual Charges	16,493,084	16,493,084	-	30,368,425	30,368,425	30,368,425

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#### Budget commentary- year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$14,214,029 is lower than forecast by \$766,168 at the end of the quarter.

Total Income from Operations of \$2,277,865 is higher than forecast by \$154,619.

User Charges and Fees are higher than forecast as a result of Development Engineering fees.

Grants and Contributions for Operational Purposes are higher than forecast as a result of timing differences associated with the receipt of Bushland and Biodiversity grant monies.

Total Expenses from Operations of \$16,491,895 are lower than forecast by \$611,550.

Materials and Contracts are lower than forecast as a result of timing differences associated with contract payments for Bushland and Biodiversity and Stormwater works.

Other Expenses are higher than forecast primarily due to recruitment costs and timing differences associated with the payment of grants and subsidies under Greener Communities.

Grants and Contributions for Capital Purposes are lower than forecast due to timing differences associated with the anticipated receipt of monies for the Collaroy - Narrabeen Coastal Protection works (now deferred to 2021/22).

#### Annual forecast

For the full financial year the Deficit from Operations is forecast to increase by \$576,584 as a result of extending a temporary Emergency Services support role to the end of the financial year and funding ongoing COVID-19 support operations.

Grants and Contributions for Capital Purposes have been forecast down due to the Collaroy - Narrabeen Coastal Protection works now being deferred to the 2021/22 financial year.



#### Waste and Cleansing

#### **HIGHLIGHTS**

#### Award winning service

Council was recognised for its waste reduction and sustainability initiatives at awards for Keep Australia Beautiful (3), and for local government sustainability at NSW (2) and National (1) levels. Our Swap for Good campaign gained three accolades this quarter, and other waste education initiatives won awards or commendations for initiatives on single use plastics, event and videos series, and organic recycling program.

To support residents to reduce their waste to landfill six free webinars were held with topics ranging from growing vegetables and avoiding food waste, to reusable nappies. News stories and videos were distributed to over 65,000 residents on these topics, as well as recycling, backyard chickens and updates on what our local community and school are doing to reduce their waste.

Waste and recycling calendars for 2021 were delivered to Northern Beaches residents. Waste services continue to commence early each day to ensure compliance with NSW public health orders, separation of workers at depots and to avoid transmission of COVID-19 between staff.

#### Cleansing services

We continue to provide an essential and efficient service to our community, despite the challenges of the COVID-19 pandemic. We are disinfecting high use bus shelters, as well as public furniture in major town centres. Other activities this quarter included:

- Around 415 tonnes of materials collected from street sweeping and beach raking waste;
   with 95% recycled into asphalt material for reuse
- Town centres and villages received over 9,300 square metres of cleaning and scrubbing
- Responded to 1705 graffiti incidents and removed 5,420 square metres of graffiti

Performance measures – Waste and Cleansing	Target	September quarter	December quarter
Domestic waste and recycling services: Compliance with schedules	100%	100%	100%
Reports of missed waste collection services	<1%	0.1%	0.1%

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

#### **OPERATIONAL PROJECTS**

Key: 🗸 Complete 😥 Progressing 📘 Behind schedule



Implement and manage contracts for cleaning of streets, pavements, graffiti and bus shelters - Executive Manager Waste Management & Cleansing

All cleansing service contracts are being managed and implemented on target.

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#### Implement and manage contracts for domestic waste collection and processing - Executive Manager Waste Management & Cleansing

The waste collection contractor is performing well, though some aspects are yet to be fully implemented, relating to bin management, smart integration and bulky goods. For the waste processing contract, the contractor is investigating alternatives for the re-use of organic waste which is harvested from the red-lid garbage bins. This is in response to changes in regulation of the re-use of such waste on land. Council's waste processing partners are also investigating options to recover additional materials from landfill.



# Deliver waste education and change initiatives for community and business - Executive Manager Waste Management & Cleansing

A new "Let's go 'swap and go" program was launched for cafes to receive reusable 'swap and go' coffee cups, with 23 cafes participating, and ABC Radio interviewing staff on the initiative. The team continued to work on improving waste reduction with other cafes, school canteens, community event organisers and development applicants. A collaboration collective has been established using the website as a platform, to recruit, promote and better enable groups interested in reducing single use plastics use.



Review waste service and infrastructure for offshore communities - Executive Manager Waste Management & Cleansing

Updates on the project were provided at meetings with resident associations of Scotland Island, West Pittwater, Mackerel Beach and Coasters Retreat. Engineers are currently reviewing two Scotland Island wharves for possible use for a trial compactor. Council has consulted the Environment Protection Authority on environmental impacts of waste on wharves, and NSW National Parks and Wildlife Service on fire trail access.



Improve service efficiency for customers by automating business processes and services - Executive Manager Waste Management & Cleansing

Planning and design has commenced for:

- Escalation Process An escalation alert and process that informs the waste team and management of repeat performance issues, and improves our ability to manage issues at specific locations
- Community Waste Dashboard Data analysis page for deployment to the Northern Beaches Council website, to enable customers to view data on waste generation, reuse, recycling and disposal rates and trends across Council and their local area.

#### **CAPITAL PROJECTS**

Kev:



Complete



Progressing



Behind schedule

#### Waste and Cleansing



Public Place Bin Enclosures - Executive Manager Waste Management & Cleansing

Replacement of bin hides will commence once the new urban design guidelines have been approved. The guidelines came off public exhibition at the end of October.

Order placed for manufacture of six new large enclosures for the Manly area.

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#### **FINANCIALS**

#### **Waste and Cleansing Services**

Income Statement - 1 October to 31 December 2020

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$	\$	\$	\$	\$	\$
Income from Operations						
User Charges and Fees Investment Fees and	2,655	13,949	(11,294)	27,909	27,909	27,909
Revenues	(41)	-	(41)	38,543	38,543	38,543
Other Revenues Grants and Contributions - Operating Purposes Gains on disposal of	362,782	429,402	(66,620)	858,804	858,804	858,804
	256,907	256,907	0	313,595	474,289	474,289
Assets		-		-	-	
Total Income from Operations	622,303	700,258	(77,956)	1,238,851	1,399,545	1,399,545
Expenses from Operations Employee Benefits and						
Oncosts	(3,838,242)	(3,717,682)	(120,560)	(7,837,770)	(7,837,770)	(7,937,770)
Borrowing Costs	(156,493)	(156,493)	-	-	(305, 115)	(305, 115)
Materials and Contracts Depreciation and Amortisation	(21,545,532) (1,436,883)	(22,333,896) (1,436,883)	788,363	(45,784,026) (1,666,469)	(44,711,608) (2,873,765)	(44,731,608) (2,873,765)
Other Expenses	(2,208,047)	(2,214,752)	6,705	(2,316,543)	(2,267,596)	(2,247,596)
Internal Charges	(1,516,784)	(1,496,166)	(20,618)	(2,976,934)	(3,010,440)	(3,010,440)
Overhead Allocation	(875,661)	(875,661)	(20,010)	(1,751,322)	(1,751,322)	(1,751,322)
Total Expenses from Operations	(31,577,642)	(32,231,533)	653,891	(62,333,065)		
Operations	(31,577,642)	(32,231,333)	000,091	(62,333,063)	(62,757,617)	(62,857,617)
Surplus / (Deficit) from Operations	(30,955,340)	(31,531,275)	575,935	(61,094,213)	(61,358,072)	(61,458,072)
Income from Capital Grants and						
Contributions Grants and Contributions - Capital Purposes		_				
Surplus / (Deficit) from Operations including Capital Grants and Contributions	(30,955,340)	(31,531,275)	575,935	(61,094,213)	(61,358,072)	(61,458,072)
Rates and Annual Charges						
Rates and Annual Charges	52,157,018	52,067,154	89,864	56,883,011	57,487,569	57,487,569

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# Budget commentary- year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$30,955,340 is lower than forecast by \$575,935 at the end of the quarter.

Total Income from Operations of \$622,303 is lower than forecast by \$77,956 primarily as a result of Other Revenue.

Other Revenues are lower than forecast as a result of the timing of receipt of Container Deposit Scheme recycling income.

Total Expenses from Operations of \$31,577,642 are lower than forecast by \$653,891. This is principally the result of Materials and Contracts.

Materials and Contracts are \$788,363 lower than forecast as a result of a reduction in anticipated collection and disposal costs related to CPI adjustments.

#### **Annual forecast**

For the full financial year the Deficit from Operations is forecast to increase by \$100,000 to fund additional litterbin collection employee costs.



# Kimbriki Resource Recovery Centre

#### **HIGHLIGHTS**

The expanding use of social media and upgrades to our website helped improve communications to customers and the community. This was particularly important during the holiday periods with frequently changing COVID-19 restrictions. Kimbriki's reception staff were also busy but responsive, managing about 240 calls per day to ensure the community were informed of the latest restrictions and measures put in place to keep staff and customers safe.

Requests for Tender were issued to four preferred suppliers who have expressed interest in establishing a Reuse Shop and Repair Workshop at the Social Precinct. Following evaluations it is hoped this will commence operations in the second quarter of 2021.

Performance measures – Kimbriki	Target	September quarter	December quarter
Total waste diverted from landfill (onsite at Kimbriki Resource Recovery Centre)	82%	81%*	80%*
Domestic dry waste diverted onsite from landfill	10%	4%**	4%***

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

# Notes on results:

- A downturn in supply of demolition waste due to COVID-19 has negatively impacted this result
- \*\* COVID-19 impacts on staffing arrangements and distancing requirements have negatively impacted resource recovery efforts
- \*\*\* Resource recovery efforts with interstate providers were constrained by COVID-related border closures. Trials of additional recovery processes were also delayed during the holiday period.

#### **OPERATIONAL PROJECTS**





Complete 🐼



Progressing



Behind schedule



Review and implement the Business Plan endorsed by shareholder Councils - Executive Manager Waste Management & Cleansing

The 10-year Business Plan has been approved by the Board and is being implemented.



Research and develop improved resource recovery consistent with the endorsed Business Plan - Executive Manager Waste Management & Cleansing

Progress has paused due to COVID 19 impacts on recovery activities. Will reactivate this in early 2021.



Expand the sustainability hub and enhance social enterprise opportunities - Executive Manager Waste Management & Cleansing

Requests for Tender issued to four preferred suppliers. Tender closes on 29 January 2021

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#### **CAPITAL PROJECTS**

Key:



Complete



Progressing



Behind schedule

#### Kimbriki improvements



Kimbriki clean water diversion system - Executive Manager Waste Management & Cleansing

Finalising planning and procurement phases, with contracting and commencement to take place in the first half of 2021. Received Development Approval and evaluated expressions of interest. Tender and contract documentation is in preparation.



Kimbriki landfill cell development Area 4A - Executive Manager Waste Management & Cleansing

Landfill cell completed and in use. Stabilisation works commenced.



Kimbriki gas capture system - Executive Manager Waste Management & Cleansing

Expansion of gas capture system into new landfill areas is ongoing.



Kimbriki landfill cell development Area 4A/3B - Executive Manager Waste Management & Cleansing

Continued to develop concept design and preliminary costings.



Kimbriki vehicles - Executive Manager Waste Management & Cleansing

Vehicle replacement on track.



Kimbriki renewal program - Executive Manager Waste Management & Cleansing

Ongoing progress to upgrade the electrical supply to southern section of the site.



Kimbriki other - Executive Manager Waste Management & Cleansing

Office equipment replacement on track.



# **FINANCIALS**

# Kimbriki Resource Recovery Centre

Income Statement - 1 October to 31 December 2020

		Year to date		Annual			
	YTD	YTD	YTD	Annual	Approved	Current	
	Actual	Forecast	Variance	Budget	Forecast	Forecast	
	\$	\$	\$	\$	\$	\$	
Income from Operations							
User Charges and Fees Investment Fees and	18,147,028	17,440,012	707,016	35,311,338	35,311,338	36,018,354	
Revenues	55,469	67,520	(12,051)	306,000	133,520	91,469	
Other Revenues Grants and Contributions -	1,257,345	1,274,644	(17,299)	3,136,227	2,774,148	2,755,600	
Operating Purposes Gains on disposal of	-	-	-	-	-	-	
Assets	4,535	-	4,535	-	-		
Total Income from	40 404 270	40 700 470	500.000	20 752 505	20.040.000	20.005.402	
Operations	19,464,378	18,782,176	682,202	38,753,565	38,219,006	38,865,423	
Expenses from Operations Employee Benefits and							
Oncosts	(2,325,865)	(2,653,173)	327,308	(5,306,345)	(5,306,345)	(4,979,037)	
Borrowing Costs	(876,589)	(893,946)	17,357	(2,135,309)	(1,787,892)	(1,774,437)	
Materials and Contracts Depreciation and	(7,113,393)	(6,921,635)	(191,757)	(14,056,415)	(13,868,801)	(14,017,407)	
Amortisation	(1,680,769)	(1,454,020)	(226,748)	(2,960,857)	(2,961,325)	(3,188,074)	
Other Expenses	(6, 139, 562)	(5,834,331)	(305,231)	(12,036,387)	(11,746,870)	(12,070,367)	
Internal Charges	-	-	-	-	-	-	
Overhead Allocation		-			-		
Total Expenses from Operations	(18,136,177)	(17,757,105)	(379,072)	(36,495,313)	(35,671,233)	(36,029,322)	
Surplus / (Deficit) from Operations	1,328,201	1,025,071	303,130	2,258,253	2,547,773	2,836,101	
Income from Capital Grants	s and						
Contributions Grants and Contributions - Capital Purposes	_	_	_	_	_	_	
Surplus / (Deficit) from Operations including Capital Grants and Contributions	1,328,201	1,025,071	303,130	2,258,253	2,547,773	2,836,101	
Rates and Annual Charges							
Rates and Annual Charges	-	-	-	-	-	-	

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#### Budget commentary- year to date actuals and annual forecast

#### Year to date actuals

The Surplus from Operations of \$1,328,201 is higher than forecast by \$303,130 at the end of the quarter.

Total Income from Operations of \$19,464,378 is higher than forecast by \$682,202.

User Charges and Fees are higher than forecast as a result of higher Landfill, Vegetation and Comingled revenue offset by lower Construction and Demolition income which continues to be affected by reduced work in the general economy.

Investment Fees and Revenues have been affected by lower interest rates and are forecast to remain that way for the remainder of the year.

Total Expenses from Operations of \$18,136,177 are higher than forecast by \$379,072.

Employee Benefits and Oncosts are lower than forecast mainly related to a reduced staffing requirement.

Materials and Contracts remain higher than forecast as a result of processing higher volumes.

Depreciation and Amortisation is higher than forecast as a result of a catchup provision on Land Cell 4A usage.

Other Expenses are higher than forecast mainly due to the higher processing volumes resulting in higher Waste and Environment Levy and Rental Lease charges.

#### **Annual forecast**

For the full financial year the Surplus from Operations is forecast to increase by \$288,329 to \$2,836,101 due to the changes outlined above.



# Strategic Land Use Planning

#### **HIGHLIGHTS**

#### Northern Beaches Local Housing Strategy

We have been working to draft a Local Housing Strategy that considers population growth trends and change, considering household size and mix and lifestyle issues including sustainability and building resilience within our community. A draft Local Housing Strategy was submitted to Council on 15 December 2020. Council resolved to publicly exhibit the draft Strategy without change from 15 January 2021 to 21 February 2021. The draft Strategy analyses the demand for and current capacity for the provision of housing on the Northern Beaches to 2036. It proposes a strategy to accommodate growth in certain locations across the LGA and sets out a number of actions required to implement the Strategy.

#### Northern Beaches Local Environmental Plan

Work is progressing on the new Northern Beaches Local Environmental Plan and Development Control Plan to replace the current four Plans across the LGA. The Local Environmental Plan guides planning decisions for local government areas, through zoning and development controls, which provide a framework for the way land can be used. LEPs are the main planning tool to shape the future of communities, and ensure local development is done appropriately.

A wide range of technical studies are being developed to inform the new planning framework. These includes environmental studies (Environmental Zones Review, Biodiversity Planning Review, Riparian Provisions, Cowan Creek and North and Middle Harbour Estuarine Planning Levels Studies, Stormwater Quality Strategy, Geotechnical Engineering Study), Deferred Lands Studies (Biodiversity Study and Strategic Bush Fire Risk Assessment), and planning studies (Urban Design Study, Character Study, Social Infrastructure Study, Employment Study).

# Public Space Vision & Design Guidelines

The draft Northern Beaches Public Space Vision and Design Guidelines (draft PSV&DGs) were prepared following an initial round of engagement with key internal and external stakeholders, and the community in early 2020.

The draft PSV&DGs present a unified vision for our public spaces whilst recognising the unique features, character and heritage of the diverse villages and places within the Northern Beaches LGA. Driven by criteria of quality, durability and sustainability, the draft PSV&DG's support environmental, social, and health outcomes through the introduction of best practice street design and material selection.

The draft PSV&DGs were exhibited from 2 October 2020 to 1 November 2020 with 24 submissions being received. All submissions have been reviewed and considered in the finalisation of the document and the final PSV&DGs will be presented to Council for adoption in early 2021.

#### Avalon Beach Place Plan

The draft Avalon Beach Place Plan was reported to Council on 15 December 2020 seeking endorsement to commence community engagement. The draft Place Plan identifies and considers the features that make Avalon Beach a special and unique place now and into the future. It identifies what the community values most and provides an action plan to allow changes that are aligned with the community's current and future needs and aspirations.

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Council resolved to exhibit the draft Avalon Beach Place Plan subject to minor amendments, which includes Avalon Preservation Association's alternative pedestrian and cycleway plan and extending the community engagement period from a minimum of 28 days to three months, commencing in mid-February 2021.

#### **OPERATIONAL PROJECTS**

Key: Complete Progressing Behind schedule

# Develop Place Plans for Avalon, Mona Vale and Manly and other centres on a rolling program - Executive Manager Strategic & Place Planning

Council resolved to publicly exhibit draft Avalon Place Plan at its December 2020 Council meeting. Work on the Manly Place Plan has commenced and a Request for Quote for external consultants is being prepared to be issued in January 2021. The Mona Vale Place Plan is on hold pending the progression of the Avalon and Manly Place Plans.

# Prepare Northern Beaches Local Environmental Plan and associated studies - Executive Manager Strategic & Place Planning

Content for the LEP Discussion Paper has been drafted for internal review. Weekly meetings have been held with Environment and Climate Change business unit to monitor progress on inter-related environmental studies. Progress has been made on the zoning framework with resolutions on the Housing and Employment zones. The Probity Plan has been reviewed by the Internal Auditor and is pending approval prior to distribution.

A number of draft studies are under review including the Environmental Zones Review; Deferred Lands Strategic Bush Fire Risk Assessment; Deferred Lands Biodiversity Study Stage 1; Environmental Controls; Urban Design and Riparian Lands. Housing Strategy adopted for public exhibition from 15 January to 21 February 2021. The development of the Development Control Plan continued to progress with the completion of the Urban Design Stage 1 Study.

# Develop Aquatic Reserve Masterplan with a state-of-the-art education and recreation precinct - Executive Manager Strategic & Place Planning

This project is linked to the delivery of the new Frenchs Forest Town Centre and the proposed relocation of the Frenchs Forest High School to this site. The State Government are currently preparing planning documents to place on exhibition, which is anticipated to occur in early 2021. The project will be revisited upon a decision by Government regarding the relocation of Frenchs Forest High School.

# Complete Brookvale Structure Planning and Rezoning – to revitalise Brookvale town centre - Executive Manager Strategic & Place Planning

A preferred consultant was selected to prepare a revised Structure Plan for Brookvale, taking into consideration past engagement, updated technical studies and the recently completed Transport Study. Preliminary analysis of previous work, opportunities and constraints has been undertaken, internal engagement with several business units completed and the draft Transport Management Accessibility Plan (TMAP) was received. The results from all technical studies and internal engagement have been reviewed to inform the next stage of the project.



Ingleside Precinct – work with Department of Planning, Industry and Environment on the potential land release - Executive Manager Strategic & Place Planning

The Department of Planning, Industry and Environment was scheduled to release the Ingleside Bushfire Evacuation Study at the beginning of September but this was postponed in an effort to release a more comprehensive planning package. A draft Place Strategy, draft Explanation of Intended Effect (EIE) and suite of technical studies were provided to Council on 22 December 2020 for review and comments due in late January 2021.

Prepare a Local Housing Strategy - Executive Manager Strategic & Place Planning

The Draft Local Housing Strategy was reported to Council on 15 December 2020 and it was resolved to be placed on public exhibition. The Strategy is to be publicly exhibited from 15 January to 21 February 2021 with the outcomes reported back to Council.

Frenchs Forest precinct planning for a sustainable area with Green Star Communities rating - Executive Manager Strategic & Place Planning

Work progressing on finalisation of the planning documentation to support potential rezoning. Continuing engagement with the Department of Planning, Infrastructure and Environment. The application documents for Green Star Communities rating will be submitted to the Green Building Council of Australia following the exhibition of the Frenchs Forest Precinct Plan LEP amendments by the NSW Government, which is anticipated to occur in early 2021.



# **FINANCIALS**

# **Strategic Land Use Planning**

Income Statement - 1 October to 31 December 2020

	١	∕ear to date		Annual			
	YTD	YTD	YTD	Annual	Approved	Current	
	Actual	Forecast	Variance	Budget	Forecast	Forecast	
	\$	\$	\$	\$	\$	\$	
Income from Operations							
User Charges and Fees Investment Fees and Revenues	601,368	462,697	138,671	925,764	925,764	925,764	
Other Revenues	1,400	-	1,400	-	-	-	
Grants and Contributions - Operating Purposes Gains on disposal of Assets	304,695	205,598	99,098	357,945 -	357,945 -	357,945	
Total Income from Operations	907,463	668,294	239,169	1,283,709	1,283,709	1,283,709	
Expenses from Operations Employee Benefits and Oncosts	(2,366,068)	(2,083,717)	(282,351)	(4,343,601)	(4,343,601)	(4,343,601)	
Borrowing Costs	-	-	-	-	-	-	
Materials and Contracts	(460,524)	(693,956)	233,433	(1,178,356)	(1,668,774)	(1,668,774)	
Depreciation and Amortisation	(23,447)	(23,447)	-	(46,894)	(46,894)	(46,894)	
Other Expenses	(537,216)	(418,085)	(119,131)	(834,000)	(834,000)	(834,000)	
Internal Charges	(119,161)	(121,192)	2,031	(248,427)	(254,260)	(254,260)	
Overhead Allocation	(186,582)	(186,582)		(373,165)	(373,165)	(373, 165)	
Total Expenses from Operations	(3,693,000)	(3,526,980)	(166,019)	(7,024,443)	(7,520,695)	(7,520,695)	
Surplus / (Deficit) from Operations	(2,785,537)	(2,858,686)	73,149	(5,740,734)	(6,236,985)	(6,236,985)	
Income from Capital Grants Contributions Grants and Contributions - Capital Purposes	s and	-	_	-	-		
Surplus / (Deficit) from Operations including Capital Grants and Contributions	(2,785,537)	(2,858,686)	73,149	(5,740,734)	(6,236,985)	(6,236,985)	
Rates and Annual Charges							
Rates and Annual Charges	2,662,753	2,662,753	-	5,490,434	5,490,434	5,490,434	

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# Budget commentary - year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$2,785,537 is lower than forecast by \$73,149 at the end of the quarter.

Total Income from Operations of \$907,463 is higher than forecast by \$239,169 primarily as a result of higher planning fee income than anticipated and the timing of contributions for the operation of the Aboriginal Heritage Office.

Total Expenses from Operations of \$3,693,000 are higher than forecast by \$166,019. This is principally the result of the timing of the payment of the Planning Levy.

# **Annual forecast**

For the full financial year, no changes to the annual forecast are anticipated at this stage.



# **Development Assessment**

#### **HIGHLIGHTS**

This quarter 595 Development Applications, 223 Modifications of Consent and 2 Reviews of Determination Applications were lodged for assessment and 60 Pre-Lodgement meetings were held.

In mid-October the work practices of the Development Assessment Team were realigned to improve the customer experience for our community, processing times and internal processes to better align with the NSW Planning Portal. Changes included the establishment of a development advisory service; the establishment of two geographic assessment teams; and more resources were assigned to the DA fast track team. In December the annual DA Customer Forum was also held.

During the quarter further progress was made in respect to the Development Application digital experience, including the removal of the requirement to complete Council's Development Application form. Progress was also made on developing online payments for Development Applications.

Performance measures – Development Assessment	Target	September quarter	December quarter
Average processing time of 90% of development applications* (days)	<75	63	61
% Outstanding DAs older than 100 days (since application received)	<20%	13%	11%

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

# Notes on results:

\* The DA measure above is in place of a measure included in the Operational Plan in error.



# **FINANCIALS**

# **Development Assessment**

# Income Statement - 1 October to 31 December 2020

	1	Year to date			Annual	
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$	\$	\$	\$	\$	\$
Income from Operations						
User Charges and Fees Investment Fees and Revenues	1,833,125	1,484,202	348,923	2,528,275	2,969,591	3,269,591
Other Revenues Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Gains on disposal of Assets		_	_			
Total Income from Operations	1,833,125	1,484,202	348,923	2,528,275	2,969,591	3,269,591
Expenses from						
Operations Employee Benefits and Oncosts	(2,419,350)	(2,507,518)	88,168	(5,215,638)	(5,215,638)	(5,215,638)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts Depreciation and	(283,596)	(261,645)	(21,951)	(442,474)	(520,474)	(520,474)
Amortisation	(44,183)	(44,183)	-	(88,366)	(88,366)	(88,366)
Other Expenses	(7,743)	(7,948)	205	(13,900)	(13,900)	(13,900)
Internal Charges	(102,530)	(104,675)	2,145	(217,723)	(217,723)	(217,723)
Overhead Allocation	(332,946)	(332,946)		(665,893)	(665,893)	(665,893)
Total Expenses from Operations	(3,190,348)	(3,258,915)	68,567	(6,643,994)	(6,721,994)	(6,721,994)
Surplus / (Deficit) from Operations	(1,357,223)	(1,774,713)	417,490	(4,115,719)	(3,752,403)	(3,452,403)
Income from Capital Grants Contributions Grants and Contributions - Capital Purposes	s and	_	_	_	_	_
Surplus / (Deficit) from Operations including Capital Grants and Contributions	(1,357,223)	(1,774,713)	417,490	(4,115,719)	(3,752,403)	(3,452,403)
	(-,,===)	(-, ,,- ,)	,	( -,, )	(-,,,,)	(-,,)
Rates and Annual Charges						
Rates and Annual Charges	2,138,029	2,138,029	-	4,115,719	4,115,719	4,115,719

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# Budget commentary - year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$1,357,223 is lower than forecast by \$417,490 at the end of the quarter.

Total Income from Operations of \$1,833,125 is higher than forecast by \$348,923 primarily as a result of an increase in development applications and pre-lodgements.

Total Expenses from Operations of \$3,190,348 are lower than forecast by \$68,567 principally the result of salary savings due to delays in recruitment, partially offset by higher than forecast materials and contracts as a result of increased applications requiring external independent assessment.

#### **Annual forecast**

For the full financial year the Deficit from Operations is forecast to decrease by \$300,000 as a result of additional Development Assessment income.



# **Environmental Compliance**

#### **HIGHLIGHTS**

#### Animal Management

Council continues to enforce responsible dog ownership to keep our community safe. During the reporting period, Rangers issued dog attack fines totalling \$34,320, prohibited area fines totalling \$6,270 and off leash fines totalling \$26,070.

Rangers worked with the NSW Police to successfully execute a search warrant at a property in Cromer in relation to a Declared Dangerous Dog that was not complying with strict control requirements. The animal was seized by Rangers under the powers of the Companion Animals Act 1998 and remains in Council control. Investigations continue to determine the future status of the animal

# Manly Alcohol Free Areas

East Esplanade remains a 7 days a week, 8pm to 8am Alcohol Prohibited Area. The Ranger Night Service continues to patrol each night between 5.30pm and 10.30pm enforcing the 'tip-out' and confiscation of alcohol. The Rangers continue to work with NSW Police to control groups of persons under the current COVID-19 Public Health Order.

# **Illegal Advertising Trailers**

In this quarter Rangers were successful in defending a court elected fine at Manly Local Court in relation to an advertising trailer offence. The subject trailer was positioned at Griffin Road, North Curl Curl. The offence was proved, and matter was dealt with by section 10 (did not record a conviction or impose a penalty), with an order to pay Council's professional costs.

#### Asbestos Safety

Council's Environmental Health Team was the first responder to a major asbestos incident on 7 December 2020. Two Environmental Health Officers attended the site for the initial investigation before escalating the matter to emergency services and Council's Local Emergency Officer. The officers were in attendance late into the night providing clean-up and public safety advice and assisting with emergency service investigations.

# **Environmental Health**

Mosquito Traps have been set in two locations as part of Council's partnership with NSW Health. Signage is displayed in prominent locations and raw data for trapping is being sent to Council and the NSW Health researchers to assist in decision making. There have been no positive virus results from the sampling thus far.

Council's partnership with NSW Health for the summer mosquito monitoring program has been positively received by our community as featured in local community publications.

The Environmental Health team continues to work closely with NSW Health on all matters COVID-19 related to the recent Northern Beaches cluster. We have been providing supporting information to NSW Health and other State agencies through Christmas and into the New Year.



Performance measures – Environmental Compliance	Target	September quarter	December quarter
Critical and high-risk public health inspections completed, in line with schedule	100%	0%*	0%*
Critical and high-risk retail food premises inspections completed, in line with schedule	100%	0%*	0%*

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

#### Notes on results:

\* No inspections due to the effect of COVID-19 restrictions on businesses. Resources have been shifted to focus on COVID-19 compliance for businesses.

#### **OPERATIONAL PROJECTS**

Key: Complete Progressing Behind schedule



# Review environmental compliance tools and procedures to improve customer experience - Executive Manager Environmental Compliance

Council continues to review and improve environmental compliance tools and procedures. During this quarter, a new wastewater process trial was completed which will improve internal processes and result in efficiencies for external customers. The first round of letters to overdue systems have been sent.

A guide has been developed for processing and taking enforcement action on overdue on-site sewage management systems. An application and systems guide has also been developed to assist officers with Council's internal applications and systems used to process a wastewater application.



# **FINANCIALS**

# **Environmental Compliance**

# Income Statement - 1 October to 31 December 2020

	١	ear to date		Annual			
	YTD	YTD	YTD	Annual	Approved	Current	
	Actual	Forecast	Variance	Budget	Forecast	Forecast	
	\$	\$	\$	\$	\$	\$	
Income from Operations							
User Charges and Fees Investment Fees and Revenues	749,217 -	595,747	153,471	2,168,732	1,706,521	1,447,054	
Other Revenues Grants and Contributions -	2,476,866	3,167,578	(690,712)	7,971,090	7,619,900	4,698,477	
Operating Purposes Gains on disposal of Assets	-	-	-	-	-	-	
Total Income from Operations	3,226,083	3,763,325	(537,242)	10,139,822	9,326,421	6,145,531	
Expenses from Operations Employee Benefits and Oncosts	(4,454,034)	(4,622,638)	168,603	(9,607,635)	(9,607,635)	(9,607,635)	
Borrowing Costs	-	-		-	-	-	
Materials and Contracts	(798,206)	(799,184)	977	(1,739,060)	(1,713,060)	(1,243,060)	
Depreciation and Amortisation	(75,229)	(75,229)	-	(150,458)	(150,458)	(150,458)	
Other Expenses	(29,121)	(48,924)	19,803	(259,717)	(89,508)	(89,508)	
Internal Charges	(426,189)	(429,941)	3,751	(894,276)	(894,276)	(894,276)	
Overhead Allocation	(588,685)	(588,685)		(1,177,370)	(1,177,370)	(1,177,370)	
Total Expenses from Operations	(6,371,465)	(6,564,600)	193,135	(13,828,517)	(13,632,308)	(13,162,308)	
Surplus / (Deficit) from Operations	(3,145,382)	(2,801,275)	(344,107)	(3,688,695)	(4,305,887)	(7,016,777)	
Income from Capital Grants Contributions Grants and Contributions - Capital Purposes	s and	-	_	-	-		
Surplus / (Deficit) from Operations including Capital Grants and Contributions	(3,145,382)	(2,801,275)	(344,107)	(3,688,695)	(4,305,887)	(7,016,777)	
Rates and Annual Charges							
Rates and Annual Charges	2,196,044	2,196,044	-	3,688,695	3,688,695	3,688,695	

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#### Budget commentary- year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$3,145,382 is higher than forecast by \$344,107 at the end of the quarter.

Total Income from Operations of \$3,226,083 is lower than forecast by \$537,242 primarily as a result of a freeze on fees for some areas, such as food inspection fees and fees for Annual Fire Safety Statements.

Other Revenues are lower than forecast as a result of reduced parking fine income, which is primarily attributed to lower fines issued due to the COVID-19 pandemic.

Total Expenses from Operations of \$6,371,465 are lower than forecast by \$193,135. This is principally the result of lower enforcement activities in areas impacted by COVID-19 restrictions such as food and public health inspections, and lower processing fees for infringements due to a reduction in enforcement actions towards industries impacted by COVID-19.

Employee Benefits and Oncosts are \$168,603 lower than forecast mainly due to vacant positions.

#### **Annual forecast**

For the full financial year the Deficit from Operations is forecast to increase by \$2,710,891 primarily as a result of the impact of COVID-19 as outlined above.



# Parks and Recreation

#### **HIGHLIGHTS**

#### Enhancing our sports facilities

Council has officially accepted handover from the NSW Government of the Bare Creek Bike Track facility in Belrose. This world-class mountain bike park has a range of downhill trails, flow trails, a jump area and pump track. The park caters for riders of all levels and provides a series of walking trails for pedestrians.

Council has also opened the Warriewood Valley Sports Courts on Boondah Road, Warriewood. The complex provides four multi-use courts, a basketball half court, fitness equipment and a learn to ride track. The complex has already proven to be tremendously popular.

There has been continued support for the off-road bicycle community through the installation of extra lighting on the BMX track at JJ Melbourne Hills. The lights will enable night-time competitions.

The upgrade of the lighting at Beacon Hill Oval ensures users have adequate lighting to train and play safely. The lamps at Nolan Reserve, North Manly, were also replaced to improve the quality of lighting for training and competition.

A new batting cage was constructed at North Narrabeen Reserve and new baseball nets were built at St Matthews Farm, Cromer. A new cricket pitch was installed at Hitchcock Park, Avalon.

Turfing repairs were completed at multiple sportsgrounds including Lionel Watts Oval, Belrose, Weldon Oval, Curl Curl, David Thomas Reserve, Manly Vale, Keirle Park, North Manly, Bantry Bay Oval, Seaforth, Melwood Oval, Forestville, Forestville Park and Brookvale Oval. Turf sprigging was also undertaken at Porter Reserve, while the infield of the main baseball field at North Narrabeen Reserve, Newport was levelled and turfed. The surrounds of Pittwater Rugby Park was rotary hoed and turfed and the two playing fields at the park top-dressed and the drainage improved. These works provide better conditions for users of the playing surfaces and the surrounds, such as spectators and market attendees.

To improve drainage and the quality of playing surfaces a series of renovation activities including sand-grooving and topdressing have been undertaken on a majority of our grass fields. This quarter 105 hectares of sportsfields received fertiliser, 54 hectares were aerated and 51 hectares had a pre-emergent weed control, all of which aims to improve the turf coverage of the playing surfaces.

#### Protecting people in our towns and villages

The installation of specially designed bollards in the Central Business District of Manly has been completed. These bollards will ensure pedestrians are protected from vehicle incursions.

# Upgrading parks, trails, foreshores and playgrounds

We are continuing to manage the use of Council's open spaces in consultation with NSW Health and the community to ensure the COVID-19 restrictions are met and where permissible opportunities remain to access open spaces.

Council has completed the construction of the commemorative shelter and a new playground at Plateau Park, Collaroy Plateau. The shelter is a bespoke design that commemorates the 75<sup>th</sup> anniversary of the first detection of radio waves from space by the radar station that was situated there in World War Two. The legacy of this discovery founded radio astronomy as a field of science

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and has led to the development of technology such as Wi-Fi. The playground has been designed with this theme.

Council has also upgraded the playground at North Steyne, Manly with new rubber softfall and replacing the main piece of equipment. The renewal of the playground at Ventura Reserve, Warriewood, also occurred during this quarter.

The planned works to the Manly to Spit Walkway this year were completed. They included construction of sandstone staircases, drainage and new boardwalks, all of which will significantly improve the experience and safety of the many users of this iconic walkway.

Work is complete on the renewal of Bilarong Reserve boat ramp, North Narrabeen. The upgraded ramp and foreshore area provides a fit-for-purpose launching area.

Garden renovations were undertaken in Gilbert Park, Manly, Little Manly Beach, Manly, Brookvale Community Centre, Seaforth roundabout and Millers Reserve Skate Park, Manly Vale. Extensive planting of native plants at Little Manly Point, Manly and tube stock at Berry Reserve, Narrabeen, car park was also undertaken.

Clearing of gardens at Governor Phillip Park, Palm Beach, occurred, along with the installation of over 230 metres of fencing. Forty metres of a new sandstone block wall was installed in the gardens at the Lionel Watts playground Belrose and an extra 70 metres of metal hoops were installed to protect plants next to Frenchs Forest showground car park.

In total more than 3,700m² of turf was replaced at a number of foreshore reserves including North Steyne (Manly) East Esplanade Reserve (Manly) and Clontarf Reserve. Top dressing was undertaken at Rowland Reserve Dog Park in Bayview to improve the surface.

Large sections of pathway through Pat Hynes Reserve, Narrabeen, were replaced, while new lines were marked on the multiuse pathway from St Matthews Farm, Cromer, through to Dee Why Oval. Council also replaced a timber staircase at Hudson Parade right-of-way, Clareville, providing improved access to Pittwater.

Infrastructure refurbishments delivered in the quarter included painting and oiling of seating and rails along Marine Parade, Manly, furniture at Clontarf Reserve and North Harbour Reserves, Balgowlah, as well as seating renewal at LM Graham Reserve, Fairlight.

Council continued to address unauthorised bike trail building and resolved to remove a series of trails at Baringa Avenue, Seaforth. The resolution also requested that staff continue to consult with bike riders and the community regarding upgrades to the Grove Bike Park, Seaforth, and to seek suitable new sites for a new bike park on the Northern Beaches.

#### Keeping everyone safe at the beach

Council's Beach Safety Working Group held its inaugural meeting on 1 October 2020. With representatives from Council, NSW Police, Surf Lifesaving and NSW Health, the group is in place with the purpose of providing effective management of the Northern Beaches' public spaces with respect to COVID-19.

The group will work together to keep our beaches, reserves, parks, walking trails and other public spaces open and safe for the enjoyment and wellbeing of the community while adhering to NSW Public Health orders and recommendations.

There were 2,728,653 visits to our 21 patrolled beaches this quarter with 288 rescues and 1,491 first aid cases requiring attention. There was also 104,544 preventative actions undertaken by the lifeguards and volunteer lifesavers. These actions primarily involve directing people to safety including asking them to stay between the flags, more away from rips and keeping board riders clear of the flags.

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# Tree management

There were 1,347 requests regarding trees on public land received from the community this quarter.

The proactive public tree program was completed in the Pittwater Ward this quarter. This included an audit of the trees on the streets and identifying future works to reduce risk or tree failure. There were also 82 dead trees removed from public open space as result of the proactive audits over the last 12 months.

Tree Services received and processed 239 private tree applications to remove or prune trees, there was 155 approved for removal and 53 approved for pruning. There were 57 applications refused and 175 applications recommended for a tree replacement.

There was 161 new trees were planted across the LGA as part of our ongoing public open space tree planting program.

Council was successful in receiving a grant of \$122,000 from the NSW Department of Planning and Environment's 'Greening our City' program for the Condamine Street road corridor in Manly Vale and another from the Transport for NSW B-line project for \$1,400,000 to offset tree planting along the Mona Vale to Seaforth road corridor.

Performance measures – Parks and Recreation	Target	September quarter	December quarter
Rockpools cleaned weekly during summer season and every two weeks outside of summer	95%	100%	100%
Sportsfields mowed weekly in summer playing season and monthly in winter	95%	100%	100%

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

Workload measures – Parks and Recreation	September quarter	December quarter
Number of preventative actions by professional lifeguards on patrolled beaches	4,878*	104,544*

<sup>\*</sup> Preventative actions are highly seasonal and reflect the increase in beach visitors.

# **OPERATIONAL PROJECTS**

Key: Complete Progressing Behind schedule

Develop replacement and compensatory principles for the removal of trees on public open space - Executive Manager Parks & Recreation

Feedback on the draft replacement and compensatory principles for the removal of trees on public open space guidelines is currently being reviewed.

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#### Develop an 'Iconic Tree Register' - Executive Manager Parks & Recreation

Currently investigating the possibility of making this an interactive online register.



# Develop an Open Space Strategy - Executive Manager Parks & Recreation

The Open Space and Recreation Strategy project is on schedule. The drafting of the Strategy and associated Action Plan is ongoing following the completion of community engagement. The auditing of mountain bike trails continues. There are no major issues or risks affecting progress.

Undertake accessibility audit of open space and implement priority improvements - Executive Manager Parks & Recreation

The draft report has been delayed due to additional work being required at some of the audit sites. It is anticipated that the additional work will be completed in February 2021.

#### **CAPITAL PROJECTS**

Kev:



Complete



Progressing



Behind schedule

# **Reserves and Parks improvements**



#### North Curl Curl youth facility - Executive Manager Parks & Recreation

The skate park at North Curl Curl has been completed and opened to the public. Landscaping works surrounding the skate park are currently in a maintenance period. Work on finalising design drawings for the access ramp to the new amenities and the new car park will continue with works proposed to be undertaken over the next 12 months.

Reserves new and upgrades - Executive Manager Parks & Recreation

Due to the recent State Heritage listing of Ivanhoe Park, the proposed works for the site are now subject to referral to the NSW Heritage Council for approval. This process is likely to take up to six months from lodgement, putting this financial year's planned works at risk of not being completed.

Warriewood Valley - public space and recreation - Executive Manager Parks & Recreation

The Warriewood Valley Sports Courts have opened to the public and the public toilets are expected to be completed in late January 2021. Council awarded a contract to underground the power at the new park off Fern Creek Road, Warriewood.

Glen Street masterplan implementation - Executive Manager Parks & Recreation

All planned works under the Glen Street Open Space Masterplan project have been completed. Work is continuing on other related projects including the Lionel Watts Eastern Amenities upgrade and the installation of pedestrian crossings on Pringle Avenue and Glen Street to allow safe access to the site from Wakehurst Public School.





# Youth facilities - Executive Manager Parks & Recreation

Council is setting up a design reference group to plan upgrades to The Grove bike track in Seaforth.



# Freshwater Beach Masterplan implementation - Executive Manager Parks & Recreation

Project is scheduled to start in January.



## Newport Beach basketball court - Executive Manager Parks & Recreation

A contractor has been appointed to undertake the construction of the half court at Newport Beach. Work will commence in early 2021.



# Reserve pathway and lighting - new - Executive Manager Parks & Recreation

Council has awarded contracts for the construction of the shared path at Wingara Reserve, Belrose, and Catalpa Reserve, Avalon. Work will commence in early 2021.



#### Reserves renewal program - Executive Manager Parks & Recreation

All planned works under the Reserves Renewal program for 2020/2021 have been completed. \$127,000 will be transferred to CR05015 Public Amenities Renewal Program to fund the replacement of the East Esplanade stairs which is being carried out by the contractor undertaking the East Esplanade public amenity renewal work.

#### **Playground improvements**



## Connecting All Through Play - Inclusive Play - Executive Manager Capital Projects

A contractor has been appointed for Clontarf Playground. Construction is expected to commence in early 2021.



# Playgrounds new and upgrades - Executive Manager Parks & Recreation

The upgraded Plateau Park playground, Collaroy Plateau has been completed and opened to the public. The concept design for Little Manly Point playground has been completed and community engagement will be undertaken in early 2021.



#### Playground renewal program - Executive Manager Parks & Recreation

Work is completed on the renewal of North Steyne Playground. Work has commenced on the renewal of the playground at Grasmere Reserve, Collaroy Plateau, and is expected to be completed in early 2021.

#### Sportsgrounds improvements



# Connecting all Through Play - Active Play - Executive Manager Capital Projects

Council is awaiting approval of development applications that have been lodged for sportsfield lighting.





#### Sportsgrounds - new and upgrades - Executive Manager Parks & Recreation

This program delivers a number of upgrades to sportsgrounds across the Northern Beaches. To date the netball courts and lighting have been installed at Avalon Beach. A small picnic shelter for the courts has been ordered and delivery is expected in February 2021.

Construction of the proposed pedestrian bridge at the Avalon courts is delayed whilst the Roads and Maritime Services assess flooding potential on Barrenjoey Road.

Development applications have been lodged for sportsground lighting at Passmore Reserve, Manly Vale, and John Fisher Park, Curl Curl. These are to be independently assessed in February 2021. The timetable for installation of these lighting projects is pending review of the development applications, therefore the overall project is considered behind schedule at this time



#### Sports Club Capital Assistance Program - Executive Manager Parks & Recreation

Council received and assessed 20 applications for grant funding under this program. The evaluation panel approved Sporting Club Assistance Grants for the following clubs:

- · Careel Bay Tennis Club, to install a sunshade over the playground
- . Terrey Hills Tennis Club, to upgrade lighting on four tennis courts with LED lights
- · Narraweena Tennis Club, to resurface two synthetic grass tennis courts
- · Mona Vale Bowling Club, to upgrade the driveway
- Mona Vale Golf Club, to restore the path to the 11<sup>th</sup> tee, and
- Long Reef Golf Club, to replace two emergency access gates and upgrade the entry to the multi-use building at the Club.

All clubs were notified and asked to commence works once they have returned the executed funding agreement with Council.



# Synthetic sportsground conversion - Executive Manager Parks & Recreation

The results of community engagement are being analysed and the concept masterplan for Miller Reserve, Manly Vale, is being updated as a result. It is anticipated that Council will consider adoption of the masterplan for Miller Reserve at a Council meeting in 2021.



#### Sportsfield renewal program - Executive Manager Parks & Recreation

The Sportsfield renewal program is progressing well. Work has been completed on the lighting projects at Beacon Hill Oval and JJ Melbourne Hills, Terry Hills. Council has commenced work to rectify the nine failing netball courts at John Fisher Park, Curl Curl and has appointed a contractor to resurface the courts in early 2021. Council has appointed a contractor to undertake the renewal of the protective netting at Manly Oval.

#### Foreshore and Building improvements



# Foreshores new and upgrades - Executive Manager Parks & Recreation

Work has commenced on the implementation of the Lagoon Park, Manly, landscape plan. Detailed design is underway for East Esplanade, Manly, Stage 2B, which will commence work in February 2021.





# Mona Vale Surf Life Saving Club - new building works - Executive Manager Property

The tender for the new Surf Club building and Beach Amenities Block was issued in November and will close on 14 January 2021. Documents for the sewer upgrade were finalised then issued to the trade service panel for quotation. The request for quotations to build the Apex Park amenities closed on 22 December, with evaluation planned for mid-January 2021.



# Long Reef Surf Life Saving Club - new building works - Executive Manager Property

The design has been finalised with the Club, and architects appointed. A restricted request for tender for the construction works closed in early November 2020. In December Council resolved to appoint the preferred tenderer. Contracts are being prepared for the works which are scheduled to commence on site early 2021.



#### Manly Life Saving Club design works - Executive Manager Property

Council has agreed to reserve \$5 million from the 'Surf Life Saving Major Renewals Fund' to progress this project. This is in addition to the committed \$5 million in funding from the Federal Government. Further funding is being sought. The project has now been approved to proceed to design stage. An Expression Of Interest as the first stage of a two stage procurement process is currently being prepared for design consultancy services.



#### Collaroy Beach accessible ramp - Executive Manager Parks & Recreation

Council has appointed a contractor and work will commence in Autumn 2021. There has been a financial variance following the need to amend the footing design for the ramp.



#### Foreshores renewal program - Executive Manager Parks & Recreation

The concept plan for Avalon Beach foreshore improvements has been completed and stakeholder engagement is ongoing. Work has been completed on the renewal of the boat ramp and surrounding foreshore at Bilarong Reserve on the foreshore of Narrabeen Lagoon.



# Rockpool - renewal program - Executive Manager Parks & Recreation

Investigations and stakeholder engagement to repair the damage to Mona Vale rockpool are ongoing. The pool is still functional and safe.



## Tidal pools refurbishment - Executive Manager Transport & Civil Infrastructure

All planned renewal works are complete and the design for Paradise Beach, Avalon Beach, tidal pool will commence in early 2021.



# Surf Life Saving Club minor renewals - Executive Manager Property

Funds are allocated for a range of surf life saving club projects.

- Dee Why roller doors completed and external painting to be completed early 2021
- · Narrabeen rectification of structural steel-work and concrete spalling completed
- Freshwater roof and door repairs and new training room architect appointed



- Queenscliff high level windows replaced. For major refurbishment works a preferred contractor will commence works early in 2021
- · Warriewood awning and master planning architect appointed
- Bilgola new accessible toilet completed and roof repairs completed
- North Steyne roof works completed and master planning in progress
- Newport DA documentation being progressed. Community consultation in progress via YourSay page



# Surf Life Saving Club major renewals fund - Executive Manager Property

Funds are to be allocated for the Manly Life Saving Club project for future years



## South Narrabeen Surf Life Saving Club - Executive Manager Property

All works are complete with the hall, eastern balcony and new stair access being available to the users of the building and cafe, further improving the overall accessibility for the building where a new lift was installed last year.

#### Town centre and village upgrades



## Commercial centre upgrade program - Executive Manager Parks & Recreation

The community engagement period for the concept plan for the upgrade of Forestville Shopping Centre has concluded and the feedback is being assessed. The responses to the request for quotation for the next stage of the Balgowlah Shopping precinct upgrade have been received with work to be undertaken in early 2021.



# Public space protection program - Executive Manager Parks & Recreation

Work has been completed on the installation of the hostile vehicle mitigation devices in the Manly central business district.



#### West Esplanade activation plan - Executive Manager Parks & Recreation

Project is scheduled to start in January 2021.



# Public defibrillator installation - Executive Manager Parks & Recreation

The public Automated External Defibrillator at Tania Park, Balgowlah Heights, was installed in October 2020.



#### Place making infrastructure - Executive Manager Parks & Recreation

A contractor has been appointed to undertake the paving works in Waratah Street, Mona Vale. Work is expected to commence in February 2021.



#### Commercial centre renewal program - Executive Manager Parks & Recreation

Work on finalising the concept designs for the upgrade of the shops at Church Point is ongoing and is likely to be released for community engagement in early 2021. The concept design for North Narrabeen shops has been released for community engagement.



#### Recreational trails



Recreational trails - renewal program - Executive Manager Parks & Recreation

Work has been completed on the most recent stage of the renewal of the Circuit Trail at Manly Warringah War Memorial Park (Manly Dam), Manly Vale. Work involves the installation of over 130m of boardwalk, drainage and stair renewal. Work on a design and construction package for the next stage of Manly Dam Trail renewal and the replacement of a bridge on the Manly to Spit walkway will be developed and released over coming months with work to commence in July 2021.



# **FINANCIALS**

# **Parks and Recreation**

# Income Statement - 1 October to 31 December 2020

		Year to date			Annual	
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$	\$	\$	\$	\$	\$
Income from Operations						
User Charges and Fees Investment Fees and Revenues	879,544	1,099,014	(219,470)	2,158,530	2,158,530	2,210,797
Other Revenues Grants and Contributions -	143,685	92,165	51,520	193,379	193,379	193,379
Operating Purposes Gains on disposal of Assets	2,248,643	22,716	2,225,927	45,432 -	775,432 -	1,879,736
Total Income from Operations	3,271,871	1,213,894	2,057,977	2,397,341	3,127,341	4,283,912
Expenses from Operation Employee Benefits and		(6,006,064)	122 100	(42,607,220)	(42,607,220)	(42,607,220)
Oncosts  Borrowing Costs	(5,954,681)	(6,086,861)	132,180	(12,607,329)	(12,607,329)	(12,607,329)
Materials and Contracts Depreciation and	(7,968,236)	(6,916,676)	(1,051,560)	(13,485,869)	(13,599,487)	(14,716,937)
Amortisation	(2,540,259)	(2,540,259)	-	(5,080,518)	(5,080,518)	(5,080,518)
Other Expenses	(806, 184)	(339,858)	(466,326)	(445,820)	(445,820)	(939,520)
Internal Charges	(721,985)	(683,447)	(38,538)	(1,403,533)	(1,399,918)	(1,349,998)
Overhead Allocation	(1,860,565)	(1,860,565)	-	(3,721,130)	(3,721,130)	(3,721,130)
Total Expenses from Operations	(19,851,911)	(18,427,666)	(1,424,244)	(36,744,199)	(36,854,202)	(38,415,432)
Surplus / (Deficit) from Operations	(16,580,039)	(17,213,772)	633,733	(34,346,858)	(33,726,861)	(34,131,520)
Income from Capital Gr. Contributions Grants and	ants and					
Contributions - Capital Purposes	1,291,847	979,799	312,048	8,473,030	9,556,068	5,863,407
Surplus / (Deficit) from Operations including Capital Grants and						
Contributions	(15,288,192)	(16,233,973)	945,780	(25,873,828)	(24,170,794)	(28,268,114)
Rates and Annual Charges Rates and Annual Charges	17,651,395	17,651,395	-	34,336,858	34,336,858	34,336,858



#### Budget commentary- year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$16,580,039 is lower than forecast by \$633,733 at the end of the quarter.

Total Income from Operations of \$3,271,871 is higher than forecast by \$2,057,977 primarily as a result of Grants and Contributions.

User Charges and Fees are lower than forecast due to the NSW State Government Covid 19 restrictions and the outbreak in December. The restrictions resulted in facilities being closed and bookings cancelled, including fitness trainers, community events, weddings and Manly Dam picnics. Also, Council waived the fees for the winter sports season resulting in a reduction of income of approximately \$500,000. The Grants and Subsidies account has been adjusted to reflect Council's support for the winter sports.

Grants and Contributions for Operational Purposes are higher than forecast as a result of Council receiving two new grants. The Waste Assets Management Corporation have provided Council with \$1.5 million for the maintenance of the new Bare Creek Bike facility and part payment of \$696,450 from Transport NSW for the B-line project for planting along the Mona Vale to Seaforth road corridor from a total of \$1,359,300.

Total Expenses from Operations of \$19,851,911 are higher than forecast by \$1,424,244. This is principally due to increased spending on Materials and Contracts.

Materials and Contracts are \$1,051,560 higher than forecast primarily as a result of greater expenditure in vegetation management, sportsfield infrastructure maintenance and public tree management. This quarter there were a number of large garden renewals including Governor Phillip Park (Palm Beach) and along the Dee Why multi-use path (Fisher Road north to Dee Why SLSC). A number of additional areas have also been added to planned maintenance contracts, including B-Line sites at Warriewood and Berry Reserve, Narrabeen. The sportsfield infrastructure area had higher than forecast expenditure due to un-programmed works being required, including the renewal of concrete pathways at Avalon Golf Course and baseball/backnet repairs at Abbot Road Baseball, Aquatic Reserve and St Matthews Farm. Expenditure related to Contract Services for tree management is higher due to a large number of Ausgrid jobs requiring power outages being completed this quarter and urgent works were carried out at offshore locations and addressing land slips.

Other Expenses are \$466,326 higher than forecast as a result of grants and subsidies.

Grants and Contributions for Capital Purposes are higher than forecast as a result of grants funding being drawn down ahead of forecast due to projects progressing ahead of schedule.

# **Annual forecast**

The Deficit from Operations of \$16,580,039 is lower than forecast by \$633,733 at the end of the quarter.

Total Income from Operations of \$3,271,871 is higher than forecast by \$2,057,977 primarily as a result of Grants and Contributions.

User Charges and Fees are lower than forecast due to the NSW State Government Covid 19 restrictions and the outbreak in December. The restrictions resulted in facilities being closed and bookings cancelled, including fitness trainers, community events, weddings and Manly Dam picnics. Also, Council waived the fees for the winter sports season resulting in a reduction in income of approximately \$500,000. The Grants and Subsidies account has been adjusted to reflect Council's support for the winter sports.

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Total Expenses from Operations of \$19,851,911 are higher than forecast by \$1,424,244. This is principally due to increased spending on Materials and Contracts.

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# Children's Services

#### **HIGHLIGHTS**

#### **Community Connections:**

All Council services celebrated National Aborigines and Islanders Day Observance Committee (NAIDOC) week by learning about Aboriginal culture through investigation, literacy, play, art and dream time stories, which supports the implementation of the Children's Services Reconciliation Action Plan (RAP).

Belrose Children's Centre was awarded the 'Excellent' rating by the Australian Children's Education and Care Authority. 'Excellent' is the highest rating an education and care service can achieve under the National Quality Framework. Belrose Children's Centre is the only Excellent rated service in the Northern Beaches LGA.

#### Children:

Children's Services supported 39 children and families with additional needs across early childhood services during this quarter. There were 20 children with additional needs receiving inclusion development funding so additional educators can be employed to support the children to participate in the early learning programs at the centre. The additional needs of another 19 children were managed by educators in the room.

The federal government's child well-being subsidy supported 10 children at risk to receive early childhood education and care and the financial hardship subsidy supported 11 children to receive early childhood education and care. Nine families with children at pre-school were eligible for reduced fees through the Government's Start Strong program.

## COVID-19 support

All service staff and management continue to respond to COVID-19 pandemic through implementing rigorous, health, hygiene and safety precautions, use of concierge at drop off and collection, telephone meetings and enrolment interviews, reviewing and updating COVID-19 risk assessment and site talks. Educators have continued their amazing work to provide a frontline service to families so essential workers were able to work even throughout the lock down periods.

Performance measures – Children's Services	Target	September quarter	December quarter
No. children attending Long Day Care programs	> 700	808	838
No. children attending Family Day Care programs	> 380	384	386
No. children attending Preschool programs	> 100	121	119
No. children attending Vacation Care programs	Q2 > 400	534	472

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target



#### **OPERATIONAL PROJECTS**

Key:



Complete 💮



Progressing



Behind schedule



Provide quality education and care that meets or exceeds the National Quality Standard - Executive Manager Children's Services

Belrose Children's Centre was awarded the Excellent rating by the Australian Children's Education and Care Authority. Excellent rating is the highest rating an education and care service can achieve under the National Quality Framework. All Council services celebrated National Aborigines and Islanders Day Observance Committee (NAIDOC) week by learning about Aboriginal culture through investigation, literacy, play, art and dream time stories, which supports the implementation of the Children's Services Reconciliation Action Plan (RAP).



Support children from diverse socio-disadvantaged backgrounds to participate in quality early education and vacation care programs - Executive Manager Children's Services

Children's Services supported 39 children and families with additional needs across early childhood services during this quarter. There were 20 children with additional needs receiving Inclusion Development funding so additional educators can be employed to support the children to participate in the early learning programs at the centre. The additional needs of another 19 children were managed by educators in the room.

The federal government's child well-being subsidy supported 10 children at risk to receive early childhood education and care and the financial hardship subsidy supported 11 children to receive early childhood education and care. 9 families with children at pre-school were eligible for reduced fees through the Government's Start Strong program.



# **FINANCIALS**

# Children's Services

# Income Statement - 1 October to 31 December 2020

		Year to date		Annual			
	YTD	YTD	YTD	Annual	Approved	Current	
	Actual	Forecast	Variance	Budget	Forecast	Forecast	
	\$	\$	\$	\$	\$	\$	
Income from Operations							
User Charges and Fees Investment Fees and Revenues	5,834,996	5,261,527	573,469	13,312,059	11,862,897	12,065,028	
Other Revenues	2,908	4,000	(1,092)	8,000	8,000	8,000	
Grants and Contributions - Operating Purposes Gains on disposal of Assets	2,119,023	1,826,111	292,912	922,728	2,120,653	2,897,900	
Total Income from							
Operations	7,956,927	7,091,637	865,290	14,242,787	13,991,550	14,970,928	
Expenses from Operations Employee Benefits and							
Oncosts	(5,747,370)	(5,487,934)	(259,436)	(11,539,951)	(11,385,010)	(11,699,210)	
Borrowing Costs	(1,475)	(1,475)	-	-	(2,594)	(2,594)	
Materials and Contracts Depreciation and Amortisation	(445,142) (30,545)	(944,940)	499,798	(2,062,877)	(1,934,504) (61,090)	(1,770,571) (61,090)	
Other Expenses	(40,918)	(126,151)	85,233	(201,193)	(194,193)	(195,955)	
Internal Charges	(231,952)	(262,148)	30,196	(528,498)	(528,498)	(579,735)	
Overhead Allocation	(381,619)	(381,619)	-	(763,239)	(763,239)	(763,239)	
Total Expenses from Operations	(6,879,022)	(7,234,813)	355,791	(15,095,757)	(14,869,128)	(15,072,394)	
Surplus / (Deficit) from Operations	1,077,905	(143,176)	1,221,081	(852,970)	(877,578)	(101,465)	
Income from Capital Gran Contributions	nts and						
Grants and Contributions - Capital Purposes	_		_		_	450,000	
Surplus / (Deficit) from Operations including Capital Grants and						100,000	
Contributions	1,077,905	(143,176)	1,221,081	(852,970)	(877,578)	348,535	
Rates and Annual Charges Rates and Annual Charges	189,236	189,236	-	852,970	852,970	852,970	

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#### Budget commentary - year to date actuals and annual forecast

#### Year to date actuals

The Surplus from Operations of \$1,077,905 is higher than forecast by \$1,221,081 at the end of the quarter.

Total Income from Operations of \$7,956,927 is higher than forecast by \$865,290 due to timing of the funding amounts received and higher than anticipated utilisation. This will be addressed in the quarterly review.

User Charges and Fees are higher than forecast as a result of higher than anticipated utilisation.

Grants and Contributions for Operational Purposes are higher than forecast as a result of higher than anticipated grant funding due to 'Free Pre-school'. The timing of the funds being received will be addressed in the quarterly review.

Total Expenses from Operations of \$6,879,022 are lower than forecast by \$355,791. This is principally the result of lower than anticipated use of agency staff and lower Trainee costs due to government subsidies.

Employee Benefits and Oncosts are \$259,436 are higher than forecast mainly related to increased usage of casual staff to support the concierge service as a result of COVID-19.

Materials and Contracts are \$499,798 lower than forecast as a result of lower than anticipated spending due to lack of availability of stock along with less than anticipated usage of agency staff due to the increased availability of casual staff.

Other Expenses are \$85,233 lower than forecast as a result of a rent credit applied to Dee Why Children's Centre.

#### **Annual forecast**

For the full financial year the Deficit from Operations is forecast to decrease by \$776,112 mainly due to grant funding received such as Start Strong funding, Quality Learning Environment Funding and 'Free Pre-school' funding.

The increased forecast for Grants and Contributions - Capital Purposes represents funding to be spent on Council's Children's Centres Works Program.



# Community Arts and Culture

#### **HIGHLIGHTS**

#### Arts & Culture

The Arts and Creativity Strategy, with the Local Strategic Planning Statement, received the Greater Sydney Planning Award for Community Consultation in November 2020, following on from the Leo Kelly OAM Arts and Culture commendation in August 2020.

The Creative Space presented a continuing program of pop-up exhibitions to support local artists and designers. The program ran from October through to December with 72 artists participating and providing positive feedback on their experience. The Northside Aboriginal Artists presented their first exhibition, *Daryung*, in October. The 5 studio artists also presented their annual exhibition in December, titled *Inception*.

A partnership was established with a local Freshwater property owner and local designers who presented the Artisan Pop-up in an empty retail space in the lead-up to Christmas.

#### Manly Art Gallery & Museum (MAG&M)

MAG&M continued its dynamic exhibition program, with some previously scheduled shows being presented in later periods. The Portraits Project was extended for a further four weeks, giving audiences more time to see this landmark exhibition of self-portraits by national artists and photographs by Greg Weight of selected Northern Beaches artists. These photographs were acquired by the Gallery for its permanent collection. Local artist Nick Hollo presented crayon drawings of many Northern Beaches waterways and his exhibition was accompanied by eight guided walks around the waterways and artist talks and seventeen of his drawings were sold. Joanna Gambotto, an Arts and Creativity Grants recipient, presented large interior drawings and etchings from her residency at Hill End, NSW.

These exhibitions were followed by the three Summer Shows: The Sydney Theatre Company drawings of Nicholas Harding; the large flower and natural environment paintings of Laura Jones; and the topical Q Station Immersive "lockdown" exhibition by Jo Neville, Julie Paterson and Fiona Chandler. The Gallery's ceramic collection was reconfigured into the Clay Collection, showcasing thirty years of ceramic gifts by the Gallery Society, The Roger Pietri bequest and works bought from Council funds.

MAG&M's Design Shop 9 Designers program has now finished for 2020 and nine new designers will be featured next year. The works of jewellery, ceramics, sculpture, wood and paper have been extremely popular with visitors and are excellent demonstrations of the varied crafts and design work of Northern Beaches' artists.

# **Glen Street Theatre**

Glen Street Theatre continued to operate in alignment with NSW Health guidelines presenting a range of events including live performances, citizenship ceremonies, dance concerts, NIDA Workshops and digital webinars for over 2,000 members of the community in a COVID Safe environment.

A new Membership program was successfully launched to replace the previous subscription loyalty program. The Glen Street Membership program provides the key benefits of the previous subscription program but with greater choice and flexibility for the customer. Community feedback

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has been positive and for the first time benefits are now being offered by commercial venue hires to Glen Street Theatre Members, adding greater value to the customer experience.

## **Community Centres**

Following reopening in June, Community Centres have been available to the community for their regular activities with some ongoing restrictions due to COVID-19. Approximately 80% of hirers returned and were enjoying their regular activities with COVID-19 hygiene and distancing measures in place.

Avalon Recreation Centre and Newport Community Centre were urgently set up by NSW Health as emergency COVID-19 testing sites on 17 December. All Council's community centres were then closed to the hirers with the exception of childcare, Vacation Care and food and other welfare services, identified as essential services.

#### **Community Development**

Community Development staff held five Carers Week Webinars from 12-16 October as a collaboration with several Northern Sydney Councils, with 135 participants.

As of December 2020, 320 community members have registered for suicide prevention Community Gatekeeper training, funded by the NSW Ministry of Health over the next three years, with 205 completing the training to date. All Gatekeepers have been offered follow up debrief sessions by a training manager.

In December at the 2020 Local Government National Awards, the Community Development team were awarded a 'Highly Commended' for their Suicide Prevention program.

The Northern Beaches Homelessness Case Coordination Group has housed 36 people and assisted a further 61 people into temporary accommodation since the NSW Government injected an additional \$34 million into addressing homelessness. This has been a significant achievement and a strong indication of the success of the additional funding the NSW Government has provided.

The second online Big Ideas Forum was held on 11 November 2020, with 134 community participants. The topic was *It Takes a Village*, focusing on the role of the community for children and families, featuring Anne Hollonds (the National Children's Commissioner) and ABC Playschool host Jay Laga'aia.

Replacing the annual White Ribbon Walk was a video featuring the Mayor, local Police and local Domestic Violence staff, encouraging people to hold private walks on the day with the hashtag #beachessaysno.

In the lead up to International Day of People with Disability Council partnered with Uniting Local Area Coordinators for a Northern Sydney-wide art competition to showcase the amazing talents of the diversely abled people in our community. This also included a pop-up art exhibition on the Corso on the day (3 December). This year's theme was "Not all disabilities are visible".

In December 2020, there was a special holiday edition of the Religious and Cultural News distributed to religious and cultural leaders on the Northern Beaches. A further special edition was sent later in the month with the resurgence of the COVID-19 virus impacting heavily on Christmas religious celebrations.

In response to the COVID-19 cluster on the Northern Beaches, Council activated rapidly to ascertain our community service partner's needs at this critical time and support them to provide effective service delivery. Activities included calling over 50 local services to talk about their plans,

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needs and gaps, and posting up to date information on Council's website and promotions on social media. Key actions included the sourcing and distribution of large quantities of donated face masks and sanitiser and assisting in the co-ordination of food collection and distribution.

#### Caring for young people and families

The Adolescent and Family Counselling service delivered 262 sessions with 214 clients from across the Northern Beaches. Between June and December two pareting sessions, two dads parenting sessions and a speaker night were delivered to 68 participants.

The Northern Composure Band Competition, now in its 19<sup>th</sup> year, wrapped up in October after being on hold since March due to the COVID-19 pandemic. The Finals were held over two Friday nights at Glen Street Theatre, complying with NSW Health guidelines. The Rions took out first place in the Audience Choice Award, while Speaking of Which took out first place in the Judge's Choice Award. Approximately 290 people attended the Finals and 2,950 have viewed the events online.

In October a webinar was held with the topic of Technology, Gaming and Online Safety, targeting parents of young people, with approximately 420 views online.

The Northern Beaches Summer Skate Park Showdown kicked off in December with all of Council's nine skate parks featured over nine weeks. Young people are encouraged to submit their tricks online at each of the parks for the chance to win prizes courtesy of Skater HQ. Wet weather and a resurgence of the COVID-19 virus on the northern beaches in late December, has meant cancellation of some aspects of the program.

Discobility - a dance party for young people with disability trialled as an online event in November with local organisation Evergreen Music.

# Supporting our seniors

The Meals on Wheels Service delivered 4,120 meals to older people in the community to enable them to live at home for longer and prevent social isolation. Our meal delivery service is continuing with contactless delivery in place to maintain the safety of our customers, volunteers and staff. Community lunches were reinstated at the end of October delivering meals and social interaction for clients at Manly Seniors Centre each Friday.

#### **Community Grants Program**

On 29 September, Council approved the allocation of \$279,993 under the 2020/21 Community Grants Program including:

- \$95,150 towards 26 projects in the Arts and Creativity grants stream
- \$97,566 towards 17 projects in the Community Development grants stream
- \$47,184 towards five projects in the second year of multi-year funding as recommended in the 2019/20 Community Grants Program
- \$40,093 towards 13 projects in the Environmental grants stream.

Funding was distributed to these groups in early October with planning support offered if required to ensure successful delivery and acquittal of grant funds in an extended period to December 2021.

#### Volunteers

The outstanding contribution of Volunteers was recognised on International Volunteer Day on the 5 December 2020 through Council electronic and social media. All of the volunteers at Northern Beaches Council were acknowledged and featured two volunteers to promote two of the lower profile volunteering opportunities Council offers.

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Performance measures – Community Arts and Culture	Target	September quarter	December quarter
Community centre bookings	Q1 > 9,270 Q2 > 8,450	8,314*	7,180*
Direct services: Meals services	> 4,500	4,464**	4,120**
Volunteers who actively participate in ongoing programs across Council	> 650	843	805

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

<sup>\*\*</sup> Due to COVID-19 the Community Lunches and Social Outings were not run or were reduced.

Workload measures – Community Arts and Culture	September quarter	December quarter
Number of information and referral enquiries (community development)*	151	97

<sup>\*</sup> Includes seniors, people with disability, CALD community, Community Grants, homelessness and rough sleeping, hoarding and squalor, GLAM referrals, youth support services, legal graffiti walls and student requests.

# **OPERATIONAL PROJECTS**

Key: Complete Progressing Behind schedule



The project remains on schedule with all open engagement activities receiving responses during December.

Plan and deliver creative spaces at Avalon and Mona Vale - Executive Manager Community, Arts & Culture

Building works are nearing completion, with site signage and furniture on order for early January 2021. A call-out for the artist studio and workshop hirers began in December 2020.

Review the Disability Inclusion Action Plan - Executive Manager Community, Arts & Culture

The project framework is continuing to be developed.

<sup>\*</sup> Due to COVID-19, Community Centre bookings are down with ongoing restrictions in place. Some hirers have reduced their hire, delayed their return or are not returning at all in 2020.





Implement gatekeeper training program for suicide prevention - Executive Manager Community, Arts & Culture

As of December 2020, 320 community members have registered for suicide prevention Community Gatekeeper training, funded by the NSW Ministry of Health over the next three years, with 205 completing the training to date.



Implement the Coast Walk Public Art Strategic Plan - Executive Manager Community, Arts & Culture

Three Aboriginal Cultural Advisors were appointed in early December 2020 to assist the Public Art Selection Panel in the tender process for the Aboriginal Art and Storytelling Project. Expressions of interest for the Aboriginal Art and Storytelling Project and Robert Dunn Reserve Project were advertised and closed on 24 November 2020. The Public Art Selection Panel met on 14 December 2020 and shortlisted artists for each project.



Develop well-being indicators to measure community resilience and connections - Executive Manager Community, Arts & Culture

A literature review completed. Options for a Well-being indicators framework have been identified and are under consideration.

## **CAPITAL PROJECTS**

Key:



Complete



Progressing



Behind schedule ×



Not proceeding

# **Art Works**



Manly Art Gallery - art works - Executive Manager Community, Arts & Culture

Purchase of 22 Greg Weight photographs from the Portraits Project in October. No further purchases this year.



Theo Batten Bequest - art works - Executive Manager Community, Arts & Culture

The art signage project for Manly Art Gallery & Museum has commenced. Engineering fees of \$2,064 paid for the MASG&M lettering project. No art purchases. Remaining funds will be put towards the lettering project.

#### **Community Centre Improvements**



Warriewood Valley Community Centre new works - Executive Manager Capital Projects

Project is in DA Development Stage with consultant reports required for DA submission being finalised. DA submission is expected in early 2021.



Community buildings works program - Executive Manager Property

Works at The Soldiers Memorial Hall, Manly were completed and are now in use by community organisations. Remaining funds will be used for minor works to other community buildings.

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# **Community Centre Improvements**



# Community centres minor works program - Executive Manager Property

Air conditioning works are completed at Forestville Memorial Hall. Elanora Community Centre has had a kitchen upgrade.

#### **Cultural Improvements**



# Coast Walk - art trail - Executive Manager Community, Arts & Culture

Expressions of interest for the Aboriginal Art and Storytelling Project and Robert Dunn Reserve Project were advertised and closed on 24 November 2020. 12 submissions were received for the Aboriginal Art and Storytelling Project, and 16 submissions were received for the Robert Dunn Reserve project. The Public Art Selection Panel met on 14 December 2020 and shortlisted artists for each project.



# Coast Walk Aboriginal art and signage - Executive Manager Community, Arts & Culture

The project is on track, with Stage 1 Expressions of Interest being shortlisted by the Public Art Selection Panel in this period. Local Aboriginal Cultural Advisors provided feedback on the submissions to the Selection Panel.

Manly Art Gallery renewal works - Executive Manager Property

Rectification works have been completed at the building entry. Some additional air conditioner replacement works are required, and the scope of works is being prepared to stage the works as funding becomes available.

#### Glen Street Theatre renewal works - Executive Manager Property

The platform installation works commenced in October 2020. Work on the air conditioning upgrades will commence in 2021.

Creative Arts Space - Mona Vale - Executive Manager Property

Progress is on hold pending a strategic review of uses for the Mona Vale Library and Administration building and adjacent Community Centre.

# Creative Arts Space - Avalon Golf Course - Executive Manager Property

Works to convert the lower floor of Avalon Golf Clubhouse to serve as a Creative Arts Space are progressing and are due for completion by early February 2021.



FINANCIALS
Community, Arts and Culture Service

Income Statement - 1 October to 31 December 2020

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$	\$	\$	\$	\$	\$
Income from Operations						
User Charges and Fees Investment Fees and Revenues	768,851 -	1,468,910	(700,059)	3,123,060	3,238,442	2,433,473
Other Revenues	42,282	204,061	(161,778)	731,023	510,813	370,304
Grants and Contributions - Operating Purposes Gains on disposal of Assets	696,110	507,152	188,958	854,702 -	1,073,367	1,073,367
Total Income from						
Operations	1,507,243	2,180,123	(672,880)	4,708,785	4,822,622	3,877,144
Expenses from Operations Employee Benefits and Oncosts	(3,297,199)	(3,359,461)	62,262	(7,099,222)	(7,029,722)	(6,948,722)
Borrowing Costs	-	_	-	-	-	-
Materials and Contracts	(1,038,290)	(1,489,602)	451,312	(2,443,013)	(3,458,386)	(3,012,246)
Depreciation and Amortisation	(504,651)	(504,651)	-	(1,009,302)	(1,009,302)	(1,009,302)
Other Expenses	(488,628)	(521,766)	33,137	(926,290)	(895,946)	(1,103,628)
Internal Charges	(186,102)	(159,891)	(26,211)	(334,461)	(326,971)	(336,095)
Overhead Allocation	(526,216)	(526,216)		(1,052,431)	(1,052,431)	(1,052,431)
Total Expenses from Operations	(6,041,086)	(6,561,586)	520,501	(12,864,720)	(13,772,758)	(13,462,424)
Surplus / (Deficit) from Operations	(4,533,842)	(4,381,463)	(152,379)	(8,155,934)	(8,950,136)	(9,585,280)
Income from Capital Grants Contributions	s and					
Grants and Contributions - Capital Purposes Surplus / (Deficit) from	-	92,000	(92,000)	20,000	200,000	200,000
Operations including Capital Grants and Contributions	(4,533,842)	(4,289,463)	(244,379)	(8,135,934)	(8,750,136)	(9,385,280)
Rates and Annual Charges						
Rates and Annual Charges	4,324,197	4,324,197	-	7,991,526	7,991,526	7,991,526

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#### Budget commentary year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$4,533,842 is higher than forecast by \$152,379 at the end of the quarter.

Total Income from Operations of \$1,507,243 is lower than forecast by \$672,880 primarily as a result of Covid-19.

User Charges and Fees are lower than forecast as a result of a reduction in fees from the hire of Glen Street Theatre and community centres. Many organisations were unable to return to their pre-Covid booking schedule in community centres as the NSW Health Orders restricted the number of participants and types of activities that could be undertaken. Glen Street Theatre was unable to hire the venue for end of year concerts and performances, a traditionally high occupancy and income time of year.

Grants and Contributions for Operational Purposes are higher than forecast as a result of timing of grants received.

Other Revenues are lower than forecast as a result of the inability to hire out Glen Street Theatre for end of year performances, reducing beverage sales, staffing costs fees and theatre equipment fees.

Total Expenses from Operations of \$6,041,086 are lower than forecast by \$520,501. This is principally the result of lower than anticipated employee benefits and costs and material and contracts.

Materials and Contracts are \$451,312 lower than forecast as many community development programs were moved from face to face to online formats, cancelled or rescheduled to quarters 3 and 4 and the delay in opening the Avalon creative arts space. There was also a significant reduction in materials and contracts at Glen Street Theatre due to the restricted program in marketing, royalty payments and theatre equipment hire. This reduction in expenditure was offset by the additional expenditure of \$249,775 for the allocation of community grants to Community Northern Beaches, the Northern Beaches Women's Shelter and the Avalon Youth Hub, as resolved by Council on 27 October 2020.

# Annual forecast

For the full financial year the Deficit from Operations is forecast to increase by \$635,144 as a result of the impact of the NSW Health Orders on the level of activity in all areas of Community, Arts and Culture and the additional allocation of grants.



# **Library Services**

#### **HIGHLIGHTS**

#### Connecting and building our community

Our residents' use of the service continued to grow this quarter. Library membership grew by 1,423 to a total of 193,921 people and our Home Library service welcomed 19 new clients and expanded its reach to a total of 540 clients. We received 76,254 visits to the library website and our eLoans increased by 5% reaching 89,529 for the quarter.

Due to the Coronavirus (COVID-19), onsite programs remained suspended during the quarter. The service delivered 73 online programs in the quarter, viewed by 2,305 people. Events included online Story Time, the inaugural 'Local Author Showcase', the 'Library Artist Book Award' competition which closed with 94 entries and the 'Zine Festival' which featured a live panel discussion, workshops and an online market. The 'Art of Ageing' exhibition was available for viewing at Warringah Mall Library and the 'Arts and Words' exhibition at Manly Library.

Local Studies partnered with Council's Place and Economic Development Team to produce a historical image decal display at Freshwater Village Shops.

At the Remembrance Day event, a partnership was announced between the Harbord Diggers Sub Branch and Local Studies to share and celebrate their collection on the Local History digital platform 'History Hub'.

In the first month of the History Hub launch in September, there were over 5,000 new users with 7,149 unique searches and 86,506 page views. The most popular page was the image of Master Hammond at the Palladium and the most popular search was 'Scotland Island'.

In October, the service successfully held a Zoom webinar for 'Get Online Week' teaching the community how to access e-Books and e-Audiobooks on a mobile device or PC.

Following the COVID-19 Safety Plan for the initial return of non-vulnerable volunteers, 18 Home Library Service volunteers were re-inducted. Mayor Michael Regan thanked the library volunteers for their support throughout 2020 at a Local Authors showcase in Glen Street Theatre on 19 December 2020.

Due to COVID-19, and as mandated by government authorities, all branches closed temporarily from Friday, 18 December. The return chutes were closed and overdue fees suspended until further notice. During the two-week closure, up to 8,000 well-being calls were made by staff to older library customers.

# Improving the service

The new Northern Beaches Library app successfully launched to the public on 14 October 2020. The app allows users to manage their account, view loans and reservations or renew items, scan the barcode of any book to check if the title can be borrowed, browse the collection and check out what is on at the closest branch – anywhere, any time. The app was downloaded by 6,869 devices and accounted for 8,262 loans.

The service launched a new 'Click & Create' program with pre-prepared craft kits and an accompanying tutorial video. The 'Pom Pom garland' and 'Beeswax wraps' tutorial videos have been viewed by 605 people.

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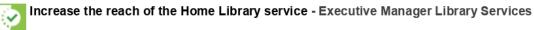
In November, the service commenced with a new program 'Story Time packs' to support early literacy and encourage parents to create story times at home. The packs include a selection of books and a song booklet with tips for a perfect story time delivery at home.

Performance measures – Library Services	Target	September quarter	December quarter
No. library memberships	> 180,000	192,498	193,921
No. youth memberships	> 32,000	35,412	35,641

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

#### **OPERATIONAL PROJECTS**

Key: V Complete 💟 Progressing 📘 Behind schedule



The Home Library Service (HLS) welcomed 19 new clients to the service during this quarter which brings the total number of HLS customers to 540.

Digitise the Local Studies collection - Executive Manager Library Services

Edits completed on 8,140 digitised items in History Hub over the quarter to improve the quality of information available to the public.

Review opportunity to provide 24/7 access to the physical library space - Executive Manager Library Services

Survey for community consultation around Forestville Library renovations received 107 responses. Plan for first stage of renovation works that include installation of 24/7 security access completed and approved.

Review library opening hours to improve consistency and access - Executive Manager Library Services

Review completed.

Optimise volunteering opportunities across the service - Executive Manager Library Services

Volunteers were brought back into the service during this quarter with 18 Home Library Service volunteers re-inducted. 38 volunteers attended a Local Authors showcase at Glen Street Theatre.

Improve and expand library programs in line with customer needs and demands - Executive Manager Library Services

Due to COVID-19 restrictions all live programming remains suspended and where possible delivered online. The service delivered 73 online programs in the quarter, viewed by 2,305 people.

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#### **CAPITAL PROJECTS**

Key:



Complete



Progressing



Behind schedule X



Not proceeding

# **Library Upgrades**

Mona Vale Library - upgrades and new works - Executive Manager Property

Progress is on hold pending a strategic decision regarding the whole Mona Vale Library, administration building and adjacent community hall.

Mona Vale Library outdoor courtyard - Executive Manager Library Services

Quote approved for courtyard seating. Due to Covid-19 delays construction is expected to commence in February 2021.

Forestville Library renewal works - Executive Manager Property

Preliminary documentation has been prepared for the project. Community consultation will commence in the new year together with preparation of documentation for the alterations work.

# **Community Space and Learning**

New Library Technology - Executive Manager Library Services

The implementation of the new library technology was completed on 31 August 2020.

New Library Furniture - Executive Manager Library Services

Review of additional furniture required undertaken in line with community demand.

This is a contract the serior of the contract of the contract

Quotes obtained for new Local Studies desk and additional shelving at Dee Why Library and installation of electric blinds at Glen Street Library. Delivery delays experienced for the furnishings of Dee Why Library. Work on target for Glen Street Library blinds and Mona Vale courtyard and replacement of wooden trolleys.

Library books - replacement - Executive Manager Library Services

Adult fiction comprised 24% of received stock, adult non-fiction 10%, junior items 15% and DVDs 10%. eLibrary items comprised 31% of this quarter's spend. The remaining 10% of stock received was young adult and audio-visual items.



# **FINANCIALS**

# **Library Services**

Income Statement - 1 October to 31 December 2020

	Year to date			Annual			
	YTD	YTD	YTD	Annual	Approved	Current	
	Actual	Forecast	Variance	Budget	Forecast	Forecast	
	\$	\$	\$	\$	\$	\$	
Income from Operations							
User Charges and Fees Investment Fees and Revenues	59,435	66,200	(6,765)	181,401	121,166	111,166	
Other Revenues	35,087	52,004	(16,917)	153,913	77,764	69,764	
Grants and Contributions - Operating Purposes Gains on disposal of assets	6,000	30,350	(24,350)	80,263	30,350	727,772 	
Total Income from Operations	100,521	148,554	(48,033)	415,577	229,280	908,702	
Expenses from Operations Employee Benefits and Oncosts	(3,447,896)	(3,536,627)	88,731	(7,342,169)	(7,342,169)	(7,342,169)	
Borrowing Costs	-	-	,	-	-	-	
Materials and Contracts Depreciation and	(153,867)	(197,294)	43,427	(568,197)	(637,375)	(657,557)	
Amortisation	(882,797)	(882,797)	-	(1,765,595)	(1,765,595)	(1,765,595)	
Other Expenses	(236,647)	(273,292)	36,644	(493,650)	(486,039)	(481,186)	
Internal Charges	(59,444)	(62,038)	2,594	(129,039)	(129,039)	(129,039)	
Overhead Allocation	(512,373)	(512,373)	-	(1,024,746)	(1,024,746)	(1,024,746)	
Total Expenses from Operations	(5,293,024)	(5,464,421)	171,397	(11,323,396)	(11,384,963)	(11,400,292)	
Surplus / (Deficit) from Operations	(5,192,503)	(5,315,867)	123,364	(10,907,819)	(11,155,682)	(10,491,589)	
Income from Capital Gran Contributions Grants and Contributions	nts and						
- Capital Purposes Surplus / (Deficit) from Operations including Capital Grants and	15,438	787,722	(772,284)	717,000	943,718	343,718	
Contributions	(5,177,065)	(4,528,145)	(648,919)	(10,190,819)	(10,211,964)	(10,147,871)	
Rates and Annual Charges Rates and Annual Charges	5,283,035	5,283,035	-	10,907,819	10,907,819	10,907,819	

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#### Budget commentary – year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$5,192,503 is lower than forecast by \$123,364 at the end of the quarter.

Total Income from Operations of \$100,521 is lower than forecast by \$48,033.

User Charges and Fees are lower than forecast primarily as a result of reduced print usage with a slight reduction (30%) in library patronage due to COVID-19.

Grants and Contributions for Operational Purposes are lower than forecast as a result of delays in the State Library's distribution of funds, now expected to be received in January 2021.

Other Revenues are lower than forecast primarily as a result of reduced loan overdue fees due to improvements made to the library loans system notifying patrons ahead of books becoming overdue and extension of loan periods through COVID-19 restrictions.

Total Expenses from Operations of \$5,293,024 are lower than forecast by \$171,397.

Employee Benefits and Oncosts are lower than forecast mainly due to delays in recruiting existing vacant positions.

Materials and Contracts are lower than forecast as a result of delays due to COVID-19 in completing planned projects and delivery of items.

Other Expenses are lower than forecast as a result of delays in receiving grant applications from two of the community libraries.

Grants and Contributions for Capital Purposes are lower than forecast as a result of delays in the State Library's distribution of funds, now expected to be received in January, 2021. This will be reclassified as Operational Grant funding upon receipt.

# **Annual forecast**

For the full financial year the Deficit from Operations is forecast to decrease by \$664,093 as a result of reclassifying the Library Subsidy from capital to operational offset by the continuing COVID-19 impact on fee revenues and item sales as well as on temporary agency costs for the Concierge function.



# **Transport Traffic and Active Travel**

#### **HIGHLIGHTS**

#### Hospital roadworks now completed

This quarter saw the completion and handover of the Northern Beaches Hospital roadworks, on local roads, back to Council. The local roads were inspected and repaired (where necessary) prior to handover.

# Refurbishing our tidal pools and wharves

Tidal pool upgrades have been completed at Taylors Point (piles, netting and jetty replacements) and Manly Cove tidal pool netting replacement.

Works at Clontarf to remove hazardous shark bars and replace them with netting are complete. Some elements (piles and waler beams) that were in poor condition have been removed.

Emergency repairs to Mackeral Beach and Currawong Beach public wharves were completed.

## Making travel on our roads safer

Our road re-sheeting program to improve our local roads is on track. Sixteen sections of road have been completed this quarter, which has resulted in a total of 10.6km or 38 sections of roads upgraded already this financial year. This work included repairs to kerb and gutter and traffic devices in preparation for road resurfacing.

Our list includes a number of regional roads partly funded by the Transport for New South Wales (TfNSW) as well as local roads funded by the Federal Government's 'Roads to Recovery' program.

Other major works undertaken up to December included:

- Drainage improvement and road sealing of Waratah Road, Ingleside.
- Commencing the Scotland Island road and drainage works in November, which will be completed early in 2021.
- Repairing and resurfacing of McIntosh Road, Narraweena.
- Obtaining grant funding for safety improvements at South Creek Road and Campbell Avenue roundabout, Cromer, under the National Heavy Vehicle Safety program.

# Enhancing active transport - shared path, cycling and footpath projects

Council was successful in obtaining grant funding from TfNSW for the following shared path projects:

- Queenscliff to Freshwater 50% funding \$180,000
- Rodborough Road and Allambie Road, Frenchs Forest 100% funding \$250,000
- Barrenjoey Road, Mona Vale 100% funding \$350,000
- Trafalgar Park, Newport 100% funding \$127,000



Community engagement and detailed design were undertaken for the following shared path projects:

- Queenscliff to Freshwater
- Rodborough Road and Allambie Road, Frenchs Forest
- Barrenjoey Road, Mona Vale

Twenty four new footpath projects were completed up to the end of this quarter.

# Strategic transport planning

Streets as Shared Spaces projects were delivered in Dee Why, Mona Vale, Newport and Tania Park, Balgowlah Heights, as a State Government initiative to increase space for people.

# Road safety matters

Twenty one seniors attended a COVID-Safe, face to face, road safety workshop, learning rules and tips on how to more safely navigate our roads and paths as a motorist or pedestrian.

Our free child car restraint checking service was utilised by 63 families this quarter who had, between them, 72 seats to be checked. Our fitters discovered 90% of those seats were fitted incorrectly and worked to fix them, resulting in 65 children being made safer in their car seats because of this free service.

The Road Safety Team ran the "Little Blue Dinosaur" campaign for school holiday road safety awareness. The campaign involved installation of four banners and 40 plastic signs around the Manly, North Narrabeen, Palm Beach and Dee Why area encouraging drivers to slow down around busy holiday areas where children are present.

# **Parking Operations**

Council operates five paid parking stations and 42 pay and display reserve car parks. During the December quarter there were just over 261,294 visits to the Manly pay stations and approximately 12,825 visits to the PCYC pay station in Dee Why.

In August, Northern Beaches Council introduced a touchless ticket system for our Manly parking stations as a response to COVID-19. We were able to educate the customers through signage and use placement of staff at the entry gates to ensure a smooth transition.

Users of the PCYC parking station in Dee Why are now able to purchase a pre-paid overnight option for a fee of \$100 per month.

## Caring for our public places

Council's Public Place Officer (PPO) Team were busy this quarter assisting with managing the COVID-19 pandemic by relocating variable message boards to promote safe social distancing and provide the community with important messages. This also included assisting the Transport and Civil Infrastructure maintenance section by maintaining pop-up COVID-19 testing sites and delivering water to the lengthy queues. Other actions included visiting all Community Centres to advise of closures and providing contact details for enquiries.

The PPO Team also continued meeting and chatting with businesses and business owners to provide assistance, answer enquiries and maintain strong lines of communication with Council. Inspections of public places were conducted throughout across the Northern Beaches, including commercial centres, parks, reserves, and beaches.



Performance measures – Transport and Active Travel	Target	September quarter	December quarter
Works on schedule for active travel assets	100%	100%	100%
Road renewals program on schedule	100%	100%	100%

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

#### **OPERATIONAL PROJECTS**

Key: Complete Progressing Behind schedule

Develop accessibility maps for all major town and village centres - Executive Manager Transport & Civil Infrastructure

The accessibility mapping has been delayed due to funding and staff availability. However, staff have held internal meetings to develop a project brief and plan.

Develop Transport Plans to support the Transport Strategy – Parking, Road Safety, Public Transport - Executive Manager Transport & Civil Infrastructure

The Road Safety Plan is adopted, the draft Parking and draft Public Transport plans are in development. The overall program is behind schedule due to staff availability and conflicting priorities.

Implement Transport Plans which support the Transport Strategy – Parking, Bike, Road Safety, Public Transport - Executive Manager Transport & Civil Infrastructure

The active travel projects are on track.

Implement Walking Plan and Pedestrian Access and Mobility Plans - Executive Manager Transport & Civil Infrastructure

Fifteen new footpaths were constructed in the December quarter.

Expand the Active to Schools initiative to encourage walking and cycling to school, in partnership with Transport for NSW - Executive Manager Transport & Civil Infrastructure

Council's Road Safety team is continuing to assess information obtained from a set of targeted schools. This information will be used to develop action plans for future works at those locations. The targeted schools are Killarney Heights Primary and High schools,

Davidson High, Manly West Primary, Mimosa Primary at Belrose, and Newport Primary.



#### **CAPITAL PROJECTS**

Kev:



Complete



Progressing



Behind schedule

# Active Travel - cycleways and footpaths



Footpath new - Executive Manager Transport & Civil Infrastructure

Program on track.



Bike Plan implementation - new works - Executive Manager Transport & Civil Infrastructure

Program on track.

Connecting Communities - footpaths program - Executive Manager Capital Projects

The second stage of community consultation for Newport to Avalon pedestrian and cycleway closed in December. Construction commencement for this section will be delayed as additional community engagement is required for the section through The Serpentine.

Construction of the coast walk at Ocean Road, Palm Beach, commenced in October and is progressing well.

Detailed design is ongoing for Whale Beach Road.

Connecting Communities cycleways program - Executive Manager Capital Projects

The remaining section to be completed is Newport to Avalon. Submissions for the second stage of community consultation closed in December. Feedback received is currently being reviewed. Construction commencement for this section will be delayed as additional consultation is required for the section through The Serpentine.

Narrabeen Lagoon pedestrian and cycle bridge - Executive Manager Capital Projects

Tenders are currently being assessed for the construction of the Narrabeen Lagoon pedestrian and cycle bridge. Construction is expected to commence in mid-2021.

Footpath renewal works - Executive Manager Transport & Civil Infrastructure

Program on track.

# Road and related infrastructure upgrades



New traffic facilities - Executive Manager Transport & Civil Infrastructure

Program on track.



Scotland Island roads and drainage improvements - Executive Manager Transport & Civil Infrastructure

Drainage and retaining wall construction complete and road rehabilitation progressing.

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Warriewood Valley - Traffic and Transport Infrastructure - Executive Manager Transport & Civil Infrastructure

Project continuing on schedule.



Church Point - new infrastructure - Executive Manager Transport & Civil Infrastructure

Project is scheduled to start in February.



Church Point masterplan boardwalk extension - Executive Manager Transport & Civil Infrastructure

Construction expected to commence in early-mid-2021.



Kerb and gutter new - Executive Manager Transport & Civil Infrastructure

On track for delivery.



Traffic facility delivery - accelerated - Executive Manager Transport & Civil Infrastructure

Program on track.



Bus stop renewal - Executive Manager Transport & Civil Infrastructure

On track for delivery.



Kerb and gutter renewal works - Executive Manager Transport & Civil Infrastructure

On track for delivery.



Retaining wall renewal works - Executive Manager Transport & Civil Infrastructure

On track for delivery.



Road Resheeting program - Executive Manager Transport & Civil Infrastructure

Program on track.



Bridge renewal works - Executive Manager Transport & Civil Infrastructure

Tender documentation for works at Ocean Street Bridge has been prepared and Council is seeking to complete these works in conjunction with Narrabeen Lagoon entrance clearance works.

Documentation is ready for tender of works on Oxford Falls Road Bridge. We are awaiting land ownership transfer from Crown Lands to Council.

# Wharf upgrades



Church Point commuter wharf expansion - investigation - Executive Manager Transport & Civil Infrastructure

Project is scheduled to start in January

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# Wharf upgrades



# Wharves works program - Executive Manager Transport & Civil Infrastructure

Emergency repairs have been completed at Currawong and Mackerel Wharf and Council is in the process of preparing a request for quotation for the design of further improvements works.

The wharf steps condition report for Taylors Point Wharf is being assessed and repairs are being planned.



Carol's Wharf renewal works - Executive Manager Transport & Civil Infrastructure

Works commenced and are to be completed in mid-2021.



Bells Wharf renewal works - Executive Manager Transport & Civil Infrastructure

Works to be completed in mid-2021.

# Car parks and parking stations



Smart Parking infrastructure project - Executive Manager Transport & Civil Infrastructure

Council is in the process of obtaining quotations for this project.



Car park renewal works - Executive Manager Transport & Civil Infrastructure

On track for delivery.



Multi storey car parks renewal works - Executive Manager Property

Air handling fans have been ordered for Peninsula Car Park in Manly. Fire services equipment upgrades were ordered for Bungan Lane Car Park in Mona Vale.

#### **Plant and Fleet**



Major plant renewal - Executive Manager Transport & Civil Infrastructure

Program on track.



Light fleet renewal - Executive Manager Transport & Civil Infrastructure

Program on track.



# **FINANCIALS**

# **Transport Traffic and Active Travel**

Income Statement - 1 October to 31 December 2020

		Year to date		Annual			
	YTD	YTD	YTD	Annual	Approved	Current	
	Actual	Forecast	Variance	Budget	Forecast	Forecast	
	\$	\$	\$	\$	\$	\$	
Income from Operations User Charges and Fees Investment Fees and Revenues	6,916,919 -	6,770,181	146,737	13,442,696	14,307,789	13,491,896	
Other Revenues Grants and	56,432	609,869	(553,437)	1,382,000	1,386,544	696,544	
Contributions - Operating Purposes	1,175,113	1,599,651	(424,538)	4,274,737	4,285,273	4,285,273	
Gains on disposal of Assets	351,733	300,454	51,279	470,370	470,370	470,370	
Total Income from	0.500.400	0.000.455	(770.050)	40 500 002	00 440 070	40.044.00	
Operations	8,500,196	9,280,155	(779,959)	19,569,803	20,449,976	18,944,083	
Expenses from Operation Employee Benefits and Oncosts	ons (5,752,651)	(5,606,401)	(146,250)	(11,666,367)	(11,666,367)	(11,666,367	
Borrowing Costs	-	-	-	-	-	( , , , , , , , , , , , , , , , , , , ,	
Materials and Contracts Depreciation and	(5,154,268)	(5,573,756)	419,488	(9,698,688)	(10,199,054)	(10,019,861	
Amortisation	(6,397,691)	(6,397,691)	-	(12,795,382)	(12,795,382)	(12,795,382	
Other Expenses	(2,105,410)	(2,422,235)	316,825	(4,457,504)	(4,457,504)	(4,442,438	
Internal Charges	4,092,027	4,106,084	(14,056)	8,323,180	8,342,315	8,335,169	
Overhead Allocation	(1,920,025)	(1,920,025)	-	(3,840,050)	(3,840,050)	(3,840,050	
Total Expenses from Operations	(17,238,017)	(17,814,023)	576,006	(34,134,811)	(34,616,041)	(34,428,928	
Surplus / (Deficit) from Operations	(8,737,821)	(8,533,868)	(203,953)	(14,565,007)	(14,166,065)	(15,484,845	
Income from Capital Gra	ants and Contri	butions					
Grants and							
Contributions - Capital Purposes	5,065,006	8,249,488	(3,184,482)	16,609,038	19,882,894	20,572,954	
Surplus / (Deficit) from Operations		, ,		, ,	, ,	, ,	
including Capital							
Grants and Contributions	(3,672,815)	(284,380)	(3,388,435)	2.044.031	5,716,829	5,088,109	
D-4			.,,,,	, ,			
Rates and Annual Charges Rates and Annual Charges	9,593,425	9,593,425	-	14,565,007	14,565,007	14,565,007	
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#### Budget commentary- year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$8,737,821 is higher than forecast by \$203,953 at the end of the quarter.

Total Income from Operations of \$8,500,196 is lower than forecast by \$779,959 primarily as a result of other revenue and operating grants.

Grants and Contributions for Operational Purposes are lower than forecast as a result of timing of the RMS block grant.

Other Revenues are lower than forecast as a result of reduced income relating to advertising on Council's structures and parking income.

Total Expenses from Operations of \$17,238,017 are lower than forecast by \$576,006. This is principally the result of timing of anticipated expenditure on Materials, Contracts and other expenditure.

Materials and Contracts are \$419,488 lower than forecast as a result of the timing of the accelerated streetlight replacement program.

Other Expenses are \$316,825 lower than forecast as a result of timing of insurance payments.

Grants and Contributions for Capital Purposes are lower than forecast as a result of the timing of Connecting Communities Cycleway program and Narrabeen Lagoon bridge works.

#### **Annual forecast**

For the full financial year the Deficit from Operations is forecast to increase by \$1,318,780 as a result of a forecast reduction to income in Parking operations and advertising on Council's structures, which is slightly offset with a forecast reduction in expenditure on fuel.



# **Economic Development, Events and Engagement**

#### **HIGHLIGHTS**

#### **Small Business Month**

As part of NSW Small Business Month, Council held a live webinar at Glen Street Theatre with renowned financial commentator Ross Greenwood on 27 October to discuss how to 'Build Economic Resilience during COVID'. The recorded webinar has provided a valuable source of information and inspiration to local businesses, including featuring a case study on local business that had successfully pivoted. Council also promoted a calendar of other NSW Small Business Month events hosted by the local business chambers and business networks during October.

#### Streets as Shared Spaces

The Place Team coordinated three Streets as Shared Spaces (SASS) events through October and November 2020 in Dee Why, Mona Vale and Newport. The first event in Dee Why was unfortunately hit by bad weather and consequently received mixed feedback from the businesses, however in the main the community was overwhelmingly supportive of the concept. Businesses were also engaged in the SASS initiative at Bungan Street in Mona Vale and in Robertson Road in Newport, which included the Newport Fresh Food Market as part of the road closure.

# Financial support for business

In November, Council recognised the ongoing impact of COVID-19 restrictions on local businesses, particularly hospitality and extend the Business Support Package from 31 December 2020 until 31 March 2021. This extends the waiving of fees for outdoor dining and footpath merchandise; food and other health on premises and fire safety.

#### Northern Beaches Destination Management Plan

The draft destination management plan (DMP), Destination Northern Beaches: Creating a Sustainable Visitor Economy, is Northern Beaches Council's five-year strategic plan to set the direction and guide the growth of our visitor economy. The DMP takes into account the needs of visitors, local residents and our business community, including supporting employment opportunities and contributing to the vibrancy of our region's thriving villages and centres. It also identifies challenges and goals to realise the greater economic potential of tourism on the Northern Beaches. Key priorities are digital representation, visitor servicing, seasonality, dispersal of visitors, average length of stay and visitor spend.

These documents together provide a framework to support the local tourism sector recover and rebuild in both the short and longer term. Both documents are on public exhibition from 7 December 2020 to 7 February 2021.

# Citizenship

During this quarter we were able to return to delivering in-person citizenship ceremonies at Glen Street Theatre. Working within the NSW Health Orders and implementing risk mitigation strategies one citizenship ceremony was held in November. 57 people became citizens at this event. October's ceremony was cancelled due to the low number of citizens remaining from virtual ceremonies being held by the Department.



# Manly Jazz

Manly Jazz was delivered online through Councils digital channels across the October long weekend. There were 37 performances streamed across the weekend with over 6,000 YouTube views.

#### Remembrance Day

Exemptions were made by NSW Health to allow for in-person ceremonies to take place with a maximum 100 attendees. Council combined the Manly and Manly Dam ceremonies to deliver one event on 11 November at Manly Dam. At Manly, the Australian flag was raised including the guard and bugler with no attendees.

#### Christmas/NYE

Council's Christmas Carol events at Dee Why along with New Year's Eve fireworks celebrations were cancelled due to the restrictions on gathering numbers for events. The budget for these events were approved and used to activate town centres and open spaces with the likes of musicians signing Christmas carols, additional Christmas decorations and tree lighting, sand sculptures and street art.

# World Food Markets, Freshwater

With the ability to proceed with Food Markets under the State Public Health Orders, the Freshwater edition of WFM was brought forward to December. Creating a warm and relaxed environment an average of 800 – 2,000 locals and visitors attended each night, spreading their picnic rugs and enjoying the live music and food trucks. The third evening of Freshwater's market was rained out and also fell when the Northern Beaches Lockdown occurred.

# **Event Support**

With in-person events facing restrictions from NSW Health, members of the Events and Partnerships team supported other business priorities related to COVID-19. The team also reviewed COVID-19 Safety Plans across the business for events and activities that were able to take place while ensuring our community remained safe.

# **Engaging our community**

Sixteen new projects were commenced in the quarter with a total of 40 project actively engaged on. Significant projects in this quarter included:

- Better Together: Social Sustainability Strategy 2041
- 2. Warringah Golf Club lease renewal.
- 3. Manly Town Hall future use
- 4. Bushfire Management Policy
- 5. Streets as share spaces (Manly and Bilgola)
- 6. Northern Beaches Public Space Vision and Design Guidelines

#### **Key metrics**

# Online traffic:

- 40,795 unique visitors to the Your Say website.
- 57.142 Your Sav website visits.



34 percent of visits stayed active on the site for at least one minute.

# Conversions:

- 3,489 online submissions were completed.
- 413 contributions made on ideas boards and forums.
- One contribution was made every six visits.
- At least two actions were performed for 14 percent of visits.

#### Participation:

Four survey conducted with 814 completions in total.

Council limited face-to-face engagement activities during the quarter due to the COVID-19 pandemic and based on advice of health authorities.

Performance measures – Economic Development, Events, Engagement	Target	September quarter	December quarter
High impact projects with a Community Engagement Plan	100%	100%	100%
Satisfaction with Council's key community events	80%	No data*	70%
Satisfaction with Council's business events	80%	94%**	92%***

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

#### Notes on results:

- \* Due to COVID-19 restrictions, most Council-run events were cancelled. However, three Citizenship events were held with limited attendees, and feedback was positive. Online events included the Battle of Australia and Vietnam Vets Days.
- \*\* Business events included 8 weekly online webinars with over 300 business registrations
- \*\*\* Held Small Business Month webinar with Ross Greenwood. The survey results are of all attendees across the program of events for Small Business Month across the state. The NSW Government conducted the survey and results are not available per webinar.

# **OPERATIONAL PROJECTS**

Key: Complete Progressing Behind schedule



Prepare a strategic approach to place making across our town and village centres - Executive Manager Community Engagement & Communications

Activation Plans prepared for the 14 town and village centres identified in Place Score survey are currently under review due to COVID-19.

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# Revise the Community Engagement Framework - Executive Manager Community Engagement & Communications

The review of the Community Engagement Framework is delayed, however it is expected that the review will still meet target deadlines of 30 June 2021.



# Develop and implement an Economic Development Plan - Executive Manager Community Engagement & Communications

The discussion paper on COVID-19 business recovery and longer-term barriers and aspirations for economic development of the Northern Beaches was presented to the Economic and Smart Communities SRG on 18 November 2020. As part of the LEP Review, the Employment Zones have been reviewed to support economic development.



Deliver a seminar on inclusive employment practices and benefits for local businesses - Executive Manager Community Engagement & Communications

Council is continuing to develop a webinar on inclusive employment practices, including identifying potential speakers and local providers. The Northern Beaches Local Business Awards were held on 25 November 2020. The Disability Inclusion Award 2020 was promoted as part of the Northern Beaches Local Business Awards. The Inclusion Award winner was promoted through Council's Business Newsletter.

#### **CAPITAL PROJECTS**





Complete



Progressing



Behind schedule

# **Town and Village Centre Activations**



Dee Why Town Centre - Design - Executive Manager Capital Projects

Consultation is continuing on Triangle Park North.

A contractor has been appointed for St David Park and construction works are expected to commence in early 2021.



Dee Why Town Centre - construction phase 1 - Executive Manager Capital Projects

Streetscape upgrade works on Pittwater Road between St David's Avenue and The Kingsway are complete.

Construction expected to commence for St Davids Avenue Park in early 2021.



Manly Laneways - new works - Executive Manager Capital Projects

Streetscape Upgrades on the corner of Whistler, Sydney and Belgrave Streets have been completed.



# FINANCIALS Economic Development, Events and Engagement Income Statement - 1 October to 31 December 2020

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$	\$	\$	\$	\$	\$
Income from Operations						
User Charges and Fees Investment Fees and Revenues	58,809	55,282	3,527	10,000	483,522	483,522
Other Revenues	12,576	140,400	(127,824)	993,765	408,919	408,919
Grants and Contributions - Operating Purposes Gains on disposal of Assets	34,500	115,000	(80,500)	20,000	120,000	120,000
Total Income from Operations	105,885	310,682	(204,797)	1,023,765	1,012,441	1,012,441
Expenses from Operations Employee Benefits and Oncosts	(2,365,982)	(2,585,124)	219,142	(5,414,893)	(5,383,706)	(5,383,706)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts	(957,520)	(1,223,050)	265,531	(2,663,559)	(2,918,350)	(2,918,350)
Depreciation and Amortisation	(36,570)	(36,570)	_	(73,139)	(73,139)	(73, 139)
Other Expenses	(99,949)	(459,116)	359,167	(700,254)	(888,737)	(813,737)
Internal Charges	(71,819)	(127,095)	55,276	(247,619)	(247,619)	(247,619)
Overhead Allocation	(606,538)	(606,538)		(1,213,076)	(1,213,076)	(1,213,076)
Total Expenses from Operations	(4,138,378)	(5,037,493)	899,116	(10,312,540)	(10,724,626)	(10,649,627)
Surplus / (Deficit) from Operations	(4,032,493)	(4,726,811)	694,319	(9,288,775)	(9,712,186)	(9,637,186)
Income from Capital Grant Contributions Grants and Contributions - Capital Purposes	s and	-	-	-	-	
Surplus / (Deficit) from Operations including Capital Grants and Contributions	(4,032,493)	(4,726,811)	694,319	(9,288,775)	(9,712,186)	(9,637,186)
Rates and Annual Charges						
Rates and Annual Charges	4,373,600	4,373,600	-	9,288,775	9,288,775	9,288,775

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# Budget commentary - year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$4,032,493 is lower than forecast by \$694,319 at the end of the quarter.

Total Income from Operations of \$105,885 is lower than forecast by \$204,797 primarily as a result of Other Revenue.

Other Revenues are lower than forecast primarily as a result of the impact of COVID-19 on the operation of Manly Visitors Centre while Operating Grants are lower than forecast due to the timing of the payment of the Beaches Eat.Play.Stay grant.

Total Expenses from Operations of \$4,138,378 are lower than forecast by \$899,116. This is principally the result of lower than anticipated expenditure.

Employee Benefits and Oncosts of \$219,142 are lower than forecast primarily due to vacant positions.

Materials and Contracts are \$265,531 lower than forecast as a result of the timing of expenditure of the Beaches Eat Play Stay grant.

Other Expenses are \$359,167 lower than forecast as a result of timing of studio production and events.

#### **Annual forecast**

For the full financial year the Deficit from Operations is forecast to decrease by \$75,000 as a result of a reduction to expenditure on newsletter production.



# **Property and Facilities**

#### **HIGHLIGHTS**

#### **Aquatic centres**

The impact of COVID 19 continues to affect attendances at the aquatic centres, with COVID restrictions on class attendances, gym entries and on the number of people within a facility at any one time. Closure of the facilities in late December due to the local COVID clusters severely impacted attendances in one of the busiest times of the year. Despite this, Warringah Aquatic Centre reached over 66,000 attendances, only 9% behind the same period last year. Manly Andrew Boy Charlton attendances were over 150,000, 11% lower than this time last year.

#### Rejuvenating Currawong

The landscaping and building works at Currawong that commenced in February 2020 were completed in time for the summer holiday period. This included renewing the main pathway and retaining walls, as well as the restoration of the games room and three cottages - Bluetongue, Kookaburra and Goanna Cottage. Improvements have also been carried out at the Lodge building at the top of the path. These works have rejuvenated the site and improved visitor experience.

#### Progress on Surf Life Saving Club buildings

The proposed new Mona Vale Life Saving Club and Long Reef Surf Life Saving Club buildings and their associated community facilities have taken further steps towards reality. The tenders have closed for the Long Reef works, and the construction contract will soon commence. The works at Mona Vale have also progressed with tenders for the construction due to close in January 2021. Both these projects have gone through years of extensive consultation and planning, and will soon be ready for demolition and construction to start.

At South Narrabeen, the woks are complete on removing the old tower and rebuilding the stairs. This allows full access to the building, with wheelchair users to access the café using the lift. The tender for works at the Queenscliff club has been accepted. Work will commence early in 2021 to install a lift, to allow access to the upper floor for prams and wheelchair users.

#### **East Esplanade Public Amenities**

The new amenities opened before the Christmas holidays, further adding to the landscaping improvements made to the area.

# **Avalon Creative Space**

Conversion of the lower floor of Avalon Golf Clubhouse to an arts facility is progressing well with work scheduled to be completed in February 2021.

Performance measures – Property and Facilities	Target	September quarter	December quarter
Availability of Council buildings for use by the community	100%	100%	100%
Total visitation to swim centres (Manly and Warringah Aquatic Centres)	Q1 > 194,000 Q2 > 244,000	186,396*	217,152**

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target



#### Notes on results:

- COVID-19 restrictions impacted on Q1 attendance numbers, particularly within classes and some areas of the facilities. Q1 combined attendance was down 4% compared to the same period last vear
- COVID restrictions and closures are impacting attendance numbers, down this quarter by 12% compared to the same period last year.

#### **OPERATIONAL PROJECTS**



Complete 📝



Progressing



Behind schedule



# Implement priority accessibility improvements to property assets - Executive **Manager Property**

The amenities designed for Mona Vale Beach Surf Club will include a unisex accessible amenity and family change room with an additional unisex amenity on the first floor, with construction planned over two years. The new amenities at Apex Park include a unisex amenity, family change and an ambulant cubicle. Construction is planned to be completed in late 2020. Construction is planned for early 2021.

At South Narrabeen SLSC there will be accessibility improvements to the building. The balcony and stair upgrades to the cafe and first floor are complete. Accessible amenities at East Esplanade Manly are due for completion in late 2020. Design is in progress for Shelly Beach for an upgrade and unisex accessible amenities.



# Continue to improve the provision and cleanliness of public amenities - Executive **Manager Property**

The amenities cleaning tender report has been re-scheduled and is now due to Council at the February 2021 or March 2021 meeting. The existing cleaning contract continues to perform at a satisfactory level with additional day cleaning teams commencing during December as part of the seasonal resourcing strategy.



# Currawong Cottages and surrounds - refurbishment and modernisation - Executive **Manager Property**

Works to refurbish three holiday cabins and games room building at Currawong Beach are complete. A new pathway and retaining wall has also been completed improving access and drainage across the site. An upgrade of the electrical mains switchboard at the site has been completed to meet current demand. Additional grant funding was received from the NSW Government for proposed improvements to the Conference Centre Building located at the top of the site. The bushfire upgrades to the building have been completed.



# Improve leasing and licencing practices for community users - Executive Manager **Property**

Draft Community Lease and Licence policy with associated templates to be presented to Council early 2021. This should deliver a better, quicker and simpler leasing and licensing outcome for community users. Surf Life Saving Lease Template will be finalised in early 2021 and put into place with the Clubs.





# Focused improvement of Surf Life Saving Club facilities - Executive Manager Property

Funds are allocated for a range of minor projects:

- Dee Why roller doors completed and external painting to be completed early 2021
- Narrabeen rectification of structural steel-work and concrete spalling completed
- Freshwater roof and door repairs and new training room architect appointed
- Queenscliff major refurbishment works tender returned and evaluated. Preferred contractor to commence works early in 2021. High level windows replaced.
- · Warriewood awning and master planning architect appointed
- Bilgola new accessible toilet completed and roof repairs completed
- North Steyne roof works completed and master planning in progress
- Newport DA documentation being progressed. Community consultation in progress via YourSay page

In addition funds are allocated for major capital works at the surf clubs at Mona Vale and at Long Reef.



# Deliver the new Warriewood Valley Community Centre - Executive Manager Property

This project aims to deliver a new multi-use community centre on the existing site of the Nelson Heather Centre. Following public exhibition in September, the community engagement report was presented to Council in November 2020. Council approved that the project progress to a Development Application (DA). The project is currently in design development stage with consultants engaged and DA in preparation.

#### CAPITAL PROJECTS

Kev:



Complete



Progressing



Behind schedule

# **Emergency buildings program**



# Terrey Hills Emergency Services Headquarters design works - Executive Manager Property

Funding has been allocated to the preparation of a masterplan which aims to rationalise and utilise the site, including suitable accommodation for all three services (RFS, SES and Marine Rescue) as well as providing appropriate accommodation and services during a major incident. Additionally, site parking, traffic management, flow and entry and exit to Mona Vale Road will be addressed. Consultation with stakeholders is underway as part of the planning phase.



#### Duffys Forest Rural Fire Station new works - Executive Manager Property

A Development Application was approved in December 2020. Preparation of the tender design and documentation for the construction works is now underway.



Marine Rescue Broken Bay Building - new works - Executive Manager Property

Negotiations regarding size and location of the building have slightly delayed this project.

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# Civic building and compliance works



# Currawong Cottages - new cottages, games room and amenities - Executive Manager Property

Works to refurbish three holiday cabins and games room building at Currawong Beach are complete. A new pathway and retaining walls have also been completed improving access and drainage across the site. The site has reopened for visitors over the summer holiday period. Bushfire upgrade works at The Lodge (also known as the Conference Centre) are now complete. Planning is ongoing for interior remodelling to better cater for group bookings.



# Wyatt Avenue Park Embellishment - Executive Manager Parks & Recreation

In response to strong community need this site has been selected for further investigation as a high quality, off-road bike riding facility for junior/beginner level riders. Construction of this facility will be held over until next financial year to allow for community engagement.



# Operational buildings works program - Executive Manager Property

Various minor works have been completed. Office improvements and staff relocations at Manly Town Hall have been completed. A Request for Quotation has closed for roof repairs at Dee Why Civic Centre.



# Sport buildings works program - Executive Manager Property

This year's program includes two amenities projects which have been completed: works to LM Graham Reserve Sports Amenities; and rectification and upgrades to Reub Hudson Oval Sports Amenities. In addition, the construction of a greenkeepers shed is planned, to replace the shed in the old LM Graham Reserve Sports Amenities, to be demolished in 2021.



# Sydney Lakeside Holiday Park renewal works - Executive Manager Property

All facility renewal and upgrade works have been completed during the quieter winter months.



# **Property management**



# Acquisition of minor land parcels - Executive Manager Property

The contracts for the land purchase in Whale Beach have been exchanged. Settlement will be finalised upon successful registration of required documentation with Land Registry Services, at which time the land will be transferred into Council's ownership.



# **Cemetery Works**

# Manly Cemetery Columbarium new works - Executive Manager Property

This project comprises the proposal for new columbarium walls, pathway and small memorial garden at Manly Cemetery. A concept design has been developed ready for community engagement to commence in early 2021. A development application is required to be lodged addressing heritage constraints for the site and vital tree protection measures.



# **Public Amenities improvements**



# North Curl Curl youth public amenities - Executive Manager Property

This project sees the construction of a public amenity to service the North Curl Curl Community Garden and Skate Park. The works on site are anticipated to commence at the end of January 2021 with a 10 week construction period.



# Public amenities works program - Executive Manager Property

Works to be carried out under this program include:

- Dee Why Beach Public Amenities: The works have been completed with the facility opening to the public on 20 November.
- Manly East Esplanade Reserve Amenities: The works commenced on site in August 2020 and were completed in December 2020 with the facility opening to the public on 18 December.
- Shelly Beach Public Amenities: The design stage for the works has been ongoing since the beginning of the financial year and is currently in the detailed design phase. Investigations of the Sydney Water sewer infrastructure have been undertaken.
- Mona Vale Apex Park Amenities: The request for quotations for the amenity block construction closed on 22 December 2020 and the evaluation will be undertaken in mid January 2021.



#### Clontarf Reserve amenities renewal - Executive Manager Property

Works will create compliant accessible amenities and general improvements to the building. Work on the accessible amenities will commence early in 2021 with the remainder of the project being completed by the end of June.

# **Aquatic Centre improvements**



# Warringah Aquatic Centre renewal works - Executive Manager Property

Upgrade works to the foyer and offices being undertaken in conjunction with pool equipment plant upgrades have all been completed.



#### Manly Aquatic Centre renewal works - Executive Manager Property

Upgrade of pool equipment and other minor works at Manly Aquatic Centre has commenced and will be completed this financial year.



# **FINANCIALS**

# **Property and Facilities**

# Income Statement - 1 October to 31 December 2020

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$	\$	\$	\$	\$	\$
Income from Operations						
User Charges and Fees Investment Fees and Revenues	7,288,812	7,989,738	(700,926)	13,663,075	15,899,969	14,673,968
Other Revenues Grants and Contributions - Operating Purposes	6,384,633	5,886,951	497,682	12,674,523	12,320,557	12,514,237
Gains on disposal of Assets	53,144		53,144	(3,498,335)	(3,498,335)	(3,238,335)
Total Income from Operations	13,726,589	13,876,689	(150,099)	22,839,263	24,722,191	23,949,870
Expenses from Operations Employee Benefits and Oncosts	(5,575,645)	(5,518,307)	(57,338)	(11,389,994)	(11,389,994)	(11,421,806)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts Depreciation and	(6,468,304)	(5,999,685)	(468,620)	(11,193,360)	(12,016,661)	(12,065,674)
Amortisation	(3,464,508)	(3,464,508)	4 407 400	(6,929,016)	(6,929,016)	(6,929,016)
Other Expenses	(10,903,651)	(12,370,817)	1,467,166	(10,875,939)	(17,279,122)	(16,859,413)
Internal Charges Overhead Allocation	(255,806) (2,321,629)	(264,123) (2,321,629)	8,317	(422,558) (4,643,259)	(546,882) (4,643,259)	(536,328) (4,643,259)
Total Expenses from			<u> </u>			
Operations	(28,989,544)	(29,939,069)	949,525	(45,454,125)	(52,804,933)	(52,455,496)
Surplus / (Deficit) from Operations	(15,262,955)	(16,062,381)	799,426	(22,614,862)	(28,082,742)	(28,505,625)
Income from Capital Gran	nts and					
Grants and Contributions - Capital Purposes	2,109,478	1,561,602	547,876	3,388,741	3,588,286	3,109,252
Surplus / (Deficit) from Operations including Capital Grants and Contributions	(13,153,477)	(14,500,779)	1,347,302	(19,226,121)	(24,494,456)	(25,396,373)
Rates and Annual Charges Rates and Annual Charges	11,753,708	11,753,708	-	22,891,259	22,891,259	22,891,259

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#### Budget commentary- year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$15,262,955 is lower than forecast by \$799,426 at the end of the quarter.

Total Income from Operations of \$13,726,589 is lower than forecast by \$150,099.

User Charges and Fees are lower than forecast as a result of lower Caravan Park accommodation revenue and reduced Swimming Pool fee income.

Other Revenues are higher than forecast as a result of timing differences associated with the receipt of Leasing Income for Community/Sporting groups, the use of Public Land/Road Reserves and from Telecommunications organisations.

Total Expenses from Operations of \$28,989,544 are lower than forecast by \$949,525.

Materials and Contracts are higher than forecast mainly due to timing differences associated with the payment of Maintenance and Servicing costs for building infrastructure.

Other Expenses are lower than forecast as a result of reduced Management Fees payable to third parties and timing differences associated with the payment for utility supplies and grants and subsidy payments for COVID-19 impacted businesses.

Grants and Contributions for Capital Purposes are higher than forecast largely due to the receipt of funds under the Showground Stimulus Funding program from the Department of Planning, Industry and Environment - Crown Lands.

#### **Annual forecast**

For the full financial year the Deficit from Operations is forecast to increase by \$422,883 as a result of lowered User Fees and Charges for Caravan Park accommodation revenue and reduced Swimming Pool patronage offset by increased Other Revenues for Lease Income for Commercial/Sporting Groups and increased Gains on Disposal of Assets revenue arising from sale of land at Wakehurst Parkway. There were reduced Other Expenses forecasts for Management Fees payable to third parties and Utility Charges.

Grants and Contributions for Capital Purposes are forecast down largely due to the additional Showground Stimulus funding from Dept of Planning, Industry and Environment - Crown Lands offsetting the deferral of works at Duffys Forest Fire Station to the 2021/22 financial year.



# Governance and Assurance Services

#### **HIGHLIGHTS**

#### Governance and Risk

We have published the online list of disclosures of interest for Councillors, Council staff and panel members. This requirement of Council's code of conduct ensures that the people who work with us act honestly and with a degree of care and diligence, and in accordance with the Local Government Act 1993.

Council was crowned the Metropolitan Regional Winner of Risk Management Excellence Award, for its Disclosure Management System. The innovative program brings together a range of disclosure requirements into one application. The tool will enhance our ability to pre-emptively manage conflicts of interest and increase a culture of proactive disclosure, substantially reducing Council's risk exposures in this key area.

Performance measures – Governance and Assurance	Target	September quarter	December quarter
Council meeting minutes finalised and published within three working days of meetings	100%	100%	100%
Council's compliance with Governance Framework to meet statutory requirements	100%	100%	100%

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

# **OPERATIONAL PROJECTS**

Key: Complete Progressing Behind schedule



The complaints management process and system continues to be improved and refined.



Audit work continues in line with the Annual Audit plan.



# **FINANCIALS**

# **Governance and Assurance Services**

# Income Statement - 1 October to 31 December 2020

	`	Year to date		Annual			
	YTD	YTD	YTD	Annual	Approved	Current	
	Actual	Forecast	Variance	Budget	Forecast	Forecast	
	\$	\$	\$	\$	\$	\$	
Income from Operations							
User Charges and Fees Investment Fees and Revenues	-	-	-	-	-	-	
Other Revenues	79,671	-	79,671	-	-	-	
Grants and Contributions - Operating Purposes Gains on disposal of	-	-	-	-	-	-	
Assets	-	-	-	-	-		
Total Income from Operations	79,671	-	79,671	-			
Expenses from Operations Employee Benefits and Oncosts	(1,658,812)	(1,756,913)	98,102	(3,653,797)	(3,653,797)	(3,653,797)	
Borrowing Costs	-	-	-	-	-	-	
Materials and Contracts Depreciation and Amortisation	(2,146,765)	(1,909,886)	(236,879)	(3,800,444)	(3,800,444)	(3,781,044)	
Other Expenses	(23,966) (1,511,867)	(23,966) (1,611,614)	- 99,747	(47,933) (3,112,913)	(47,933) (3,226,001)	(47,933) (3,146,001)	
Internal Charges	(5,170)	(1,011,014)	6,491	(106,621)	(27,871)	(17,869)	
Overhead Allocation	(560,499)	(560,499)		(1,120,998)	(1,120,998)	(1,120,998)	
Total Expenses from Operations	(5,907,079)	(5,874,540)	(32,538)	(11,842,706)	(11,877,044)	(11,767,642)	
Surplus / (Deficit) from Operations	(5,827,408)	(5,874,540)	47,133	(11,842,706)	(11,877,044)	(11,767,642)	
Income from Capital Grants Contributions Grants and Contributions - Capital Purposes	s and -	-	_	-	-	-	
Surplus / (Deficit) from Operations including Capital Grants and Contributions	(5,827,408)	(5,874,540)	47,133	(11,842,706)	(11,877,044)	(11,767,642)	
Rates and Annual Charges							
Rates and Annual Charges	6,149,767	6,149,767	-	11,842,706	11,842,706	11,842,706	

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# Budget commentary year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$5,827,408 is lower than forecast by \$47,133 at the end of the quarter.

Total Income from Operations of \$79,671 is higher than forecast by \$79,671.

Total Expenses from Operations of \$5,907,079 are higher than forecast by \$32,538.

Employee Benefits and Oncosts are lower than forecast mainly due to vacant positions within the Service.

Materials and Contracts are higher than forecast as a result of timing differences associated with the payment of legal expenses.

Other Expenses are lower than forecast as a result of Councillor expenses being lower than anticipated.

#### Annual forecast

For the full financial year the Deficit from Operations is forecast to decrease by \$109,403 as a result of reductions in catering costs and councillor expenses.



# **Customer Service**

#### **HIGHLIGHTS**

This quarter saw a further 8% increase in customer contacts across all channels. This has been driven by a continued growth in digital channels especially the online application utilisation for Manly Parking Permits.

The Customer Service team relocated from Mona Vale to the ground floor at Manly Town Hall creating a fit-for-purpose multi-skilled customer contact centre covering face-to-face, voice, online, email and mail channels. Mona Vale and Dee Why branches remain focused on face-to-face transactions.

Performance measures – Customer Service	Target	September quarter	December quarter
Calls answered within 30 seconds	80%	55%*	47%**
Customer satisfaction with customer service calls	85%	98%	98%
Customer satisfaction with online requests	80%	89%	90%
Customer requests conducted online	30%	39%	40%

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

#### Notes on results:

- \* Staff vacancies and high call volumes on Beach Parking permits, new Manly Parking permit scheme and rates impacted the achievement of the target.
- \*\* An 8% increase in call volumes, receiving up to 70,000 customer contacts this quarter and ongoing contacts on the new Manly Parking permit scheme impacted the achievement of the target.

Workload measures – Customer Service	September quarter	December quarter
No. calls to Customer Service 1300 434 434	46,066	44,019



# **OPERATIONAL PROJECTS**



Complete 😥



Progressing



Behind schedule



Improve and review the customer portal to enhance accessibility - Executive Manager **Customer Service** 

The plan of works is in progress to review and improve the customer portal. The knowledge base is the primary focus to ensure breadth and accuracy of customer information.



Enhance the customer experience across the organisation - Executive Manager **Customer Service** 

The Customer Experience Strategy refresh is underway. Internal research and interviews are complete with external research to commence in January 2021.



Develop and implement a consistent feedback approach across all customer contact channels - Executive Manager Customer Service

Coordinating the program of work to implement a consistent feedback approach across all customer contact channels. The focus is to bring all customer contact channels into Salesforce then implement a cross-department approach to feedback especially Voice of the Customer feedback surveys.



**FINANCIALS** 

#### **Customer Service**

Income Statement - 1 October to 31 December 2020

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$	\$	\$	\$	\$	\$
Income from Operations						
User Charges and Fees Investment Fees and Revenues	879,939	730,829	149,110	856,136	1,067,044	1,067,044
Other Revenues	_		_			_
Grants and Contributions - Operating Purposes	-	-	-	-	-	-
Gains on disposal of Assets		-		-	-	-
Total Income from Operations	879,939	730,829	149,110	856,136	1,067,044	1,067,044
Expenses from Operations Employee Benefits and Oncosts	(1,726,963)	(1,690,172)	(36,791)	(3,508,710)	(3,508,710)	(3,508,710)
Borrowing Costs	-	-	-	-	-	-
Materials and Contracts Depreciation and	(45,762)	(83,174)	37,411	(137,090)	(146,890)	(146,890)
Amortisation	(33,180)	(33,180)	-	(66,359)	(66,359)	(66,359)
Other Expenses	(27,033)	(26,831)	(203)	(53,112)	(53,112)	(53,112)
Internal Charges	335,092	334,447	645	665,894	665,894	665,894
Overhead Allocation	(286,446)	(286,446)		(572,892)	(572,892)	(572,892)
Total Expenses from Operations	(1,784,293)	(1,785,355)	1,062	(3,672,270)	(3,682,070)	(3,682,070)
Surplus / (Deficit) from Operations	(904,353)	(1,054,526)	150,172	(2,816,133)	(2,615,026)	(2,615,026)
Income from Capital Grants Contributions Grants and Contributions - Capital Purposes Surplus / (Deficit) from Operations including Capital Grants and	and 	-		-	-	-
Contributions	(904,353)	(1,054,526)	150,172	(2,816,133)	(2,615,026)	(2,615,026)
Rates and Annual Charges						
Rates and Annual Charges	1,255,683	1,255,683	-	2,816,133	2,816,133	2,816,133

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#### Budget commentary - year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$904,353 is lower than forecast by \$150,172 at the end of the quarter.

Total Income from Operations of \$879,939 is higher than forecast by \$149,110 as a result of the issue of parking permits for the new Manly Parking Scheme, which was delayed from earlier in the calendar year.

Total Expenses from Operations of \$1,784,293 are lower than forecast by \$1,062.

#### **Annual Forecast**

For the full financial year, no changes to the annual forecast are anticipated at this stage.



### **Corporate Support Services**

#### **HIGHLIGHTS**

#### **COVID-19 support continues**

Council continued to provide assistance to ratepayers experiencing difficulty in paying their rates due to financial hardship, recognising the ongoing impacts of the COVID-19 pandemic on ratepayers.

The overall support package, which includes rent reductions for commercial tenants, fee waivers for outdoor dining permits, footpath merchandise permits, as well as fee relief for food and other environmental health inspections, remains in place to assist businesses and the community.

#### Online services

More services are being provided online for our customers. This quarter we introduced the ability for customers to make an application and payment online for Tree Removing and Pruning. The introduction of an online booking system for the Manly Aquatic Centre has enabled customers to easily view availability and Pre book Fitness classes.

#### Harmonising rates across the area

All Councils that were created by the 2016 amalgamations need to harmonise their rates structure for next financial year, so that the former councils' rates paths are converted to a new structure for the new LGA. On 15 December 2020, Council resolved that public exhibition of the proposed rates structure will take place in early 2021. This will include:

- The overall rates structure based on a weighted average minimum rate
- Northern Beaches Stormwater Management Services charge
- Draft Pensioner Rates and Charges Concession Policy
- Revised Rates and Annual Charges Hardship Policy.

Council also resolved to continue to advocate for legislative change to facilitate the gradual harmonisation of rates.

#### Annual report presented

Council's Annual Report for 2019/20 was presented to the November Council meeting, showcasing achievements across the six community priority areas of environment, health and recreation, planning, community and creativity, vibrant centres and business, and transport.

The report features how Council and the community managed in a remarkable year to withstand bushfires, storms and floods, and the onset of the COVID-19 pandemic. Council completed 79 capital projects as part of a \$92.8m capital works program covering major sport facilities, public amenities, new footpaths and trails, as well as a range of key maintenance and renewal projects on our road and infrastructure networks. The audited financial statements also detail our strong financial stewardship, and sound year-end operating results.

#### Funding community projects

This quarter Council was successful in securing over \$1.2m in funding for high priority community projects. In partnership with other agencies we will be delivering:



- \$1,034,213 for five separate Active Transport projects in Newport, Queenscliff, Frenchs Forest, Belrose and Mona Vale from Transport for NSW
- \$121,000 from Department of Planning, Industry and Environment to undertake canopy tree
  planting in Manly Vale
- \$50,000 from the Community Building Partnership Program towards stage 2 of the Ivanhoe Park Masterplan
- \$20,000 from the Australia Day Council towards making Australia Day 2021 COVID Safe.
- \$12,500 from the Premier's Department courtesy of James Griffin MP to beautify Rialto Square, Manly Council.

#### IGNITE - Inspiring Great New Ideas Towards Excellence

Training our staff in business excellence is progressing well - over 500 staff have now completed their on-line or face to face training programs. A new Business Excellence Program for Managers was launched to drive more service improvements, supported with an individual self-assessment tool.

The program of Service Reviews is also complete, including an external review of the program against Council's adopted framework. This aims to ensure that all services are meeting the current and future needs of our community. The recommendations arising from the reviews have been considered by the Chief Executive Team, and will be reported to Council in early 2021.

#### Keeping on and keeping safe

The safety and wellbeing of our workforce is vital year-round, especially for the continuity of services during COVID-19 and other challenges. Staff education on safety and wellness was boosted during October's Safety Month, with the launch of our online Healthy Body and Mind resources and activities.

These enhanced our already comprehensive systems to continue services and keep staff safe. Our procedures are consistently reducing hazards, and the number of incidents. Our Executive team also now receives a monthly report on key indicators and actions on our work health and safety.

To support staff working remotely in all circumstances, a Working Remotely Toolkit was launched. And our people leaders are developing new ways of working, providing insights and recommendations on how remote working can be achieved and sustainable.

#### Making a difference

During November we took the pulse of the organisation with a staff survey, completed by two thirds of the workforce. The key feedback showed our strong positive outlook:

- 82% feel trusted to do their job
- 83% think their team is focused on improvements that benefit customers
- 73% are excited to part of the Northern Beaches Council into the future

Our online staff portal is increasingly being used to recognise staff achievements. During 2020 over 2,600 Thank You's and 500 awards were issued to staff, helping our positive work culture to flourish.



Performance measures – Corporate Support	Target	September quarter	December quarter
Correspondence replied to within 10 working days	90%	93%	91%
Councillor requests responded to within 10 working days	80%	98%	95%
Operational projects on schedule	80%	91%	90%
Capital projects on schedule	80%	96%	90%
Quarterly, annual reports submitted to Council on time	100%	100%	100%

Results Key: Achieved Approaching - within 5% of target Behind - more than 5% off target

#### **OPERATIONAL PROJECTS**

Key: Complete Progressing Behind schedule



Present Council's quarterly budget review statement, annual report and financial statements - Executive Manager Strategy & Performance

The Annual Report 2019/20 was tabled at the Council meeting on 24 November, and submitted to the Minister of Local Government on 30 November. The September Quarterly report was also presented to Council meeting on 24 November. Both documents are now available on Council's website.



Deliver a program of service reviews - Executive Manager Strategy & Performance

The organisation has completed a review of all of its services, in line with our Service Review Framework that was adopted by Council. The internal review was also externally assessed. Recommendations have been considered by the Chief Executive Team. The final recommendations will be presented to Council in early 2021.



Develop strategic directions and plans based on Integrated Planning and Reporting framework - Executive Manager Strategy & Performance

A project has been initiated to develop a Strategic Planning Framework. A draft Framework has been developed consisting of over 150 documents mapped in line with the Community Strategic Plan outcomes. A platform to host the Strategies and Plans Register is being investigated.



Develop the delivery program, annual operational plan and long term financial plan - Executive Manager Strategy & Performance

Draft business plans and budgets for 2021/22 are under development. These documents along feedback from the community will determine the program for 2021 and beyond.





#### Revise and implement the Digital Transformation Strategy - Chief Information Officer

In line with Council's transition to digital solutions:

- Progress made on Phase 2 of the Organisation Booking System online for Community Centres, and for Parks and Reserves
- Progress with introducing online payment options for all Techone applications
- A new online booking system for the Manly Aguatic Centre is now available.



Review the Community Strategic Plan and its resourcing strategy - Executive Manager Strategy & Performance

Project is scheduled to start in February 2021.



#### Develop a harmonised rates structure - Chief Financial Officer

The rates harmonisation project was discussed at the Council meeting on 15 December 2020, where it was resolved that public exhibition of the proposed rates structure will take place in early 2021. Council also resolved to continue to advocate for legislative change to facilitate the gradual harmonisation of rates.

#### **CAPITAL PROJECTS**





Complete



Progressing



Behind schedule

### IT improvements



IT Infrastructure - new works - Chief Information Officer

This project provides new technology to support Council's functions, such as Wifi points, CCTV and the upgrade of core infrastructure. A request for tender is in preparation for the replacement of computer Network Switches.



#### IT Software - new works - Chief Information Officer

The projects currently in this program are currently all tracking to complete this financial year.



#### IT Infrastructure replacements - Chief Information Officer

This program is in progress, and replaces infrastructure hardware to ensure a stable environment.



Computers, laptops and mobile devices - replacement - Chief Information Officer

This program replaces devices replaces (laptops, desktops, phones, iPads) at end of warranty or for other business needs.



#### **FINANCIALS**

### **Corporate Support Services**

## Income Statement - 1 October to 31 December 2020

	Year to date			Annual		
	YTD	YTD	YTD	Annual	Approved	Current
	Actual	Forecast	Variance	Budget	Forecast	Forecast
	\$	\$	\$	\$	\$	\$
Income from Operations						
User Charges and Fees Investment Fees and Revenues	273,482 767,036	234,895 667,890	38,587 99,146	445,789 1,355,536	445,789 1,355,536	445,789 1,355,536
Other Revenues	189,241	342,452	(153,211)	713,417	423,900	306,431
Grants and Contributions - Operating Purposes Gains on disposal of Assets	1,823,250	1,887,590	(64,340)	6,090,869	6,352,124	6,352,124
Total Income from Operations	3,053,008	2 422 027	(70.940)	9 605 644	0 577 240	0 450 000
Operations	3,053,006	3,132,827	(79,819)	8,605,611	8,577,349	8,459,880
Expenses from Operations Employee Benefits and						
Oncosts	(11,025,438)	(10,912,751)	(112,687)	(21,845,311)	(22,332,856)	(22,467,856)
Borrowing Costs	(571,844)	(602,446)	30,602	(1,190,327)	(1,194,818)	(1,194,818)
Materials and Contracts Depreciation and Amortisation	(1,521,028) (1,102,706)	(1,979,654) (1,254,084)	458,626 151,379	(3,073,199) (2,424,194)	(3,482,278) (2,508,266)	(3,544,700) (2,508,266)
Other Expenses	(6,939,572)	(8,189,332)	1,249,759	(13,431,836)	(13,675,051)	(13,503,673)
Internal Charges	482,400	557,942	(75,543)	1,081,371	1,139,509	1,130,141
Overhead Allocation	12,419,265	12,419,265	-	24,838,531	24,838,531	24,838,531
Total Expenses from Operations	(8,258,923)	(9,961,060)	1,702,137	(16,044,964)	(17,215,228)	(17,250,641)
Surplus / (Deficit) from Operations	(5,205,915)	(6,828,233)	1,622,318	(7,439,353)	(8,637,879)	(8,790,760)
Income from Capital Gran	nts and					
Grants and Contributions - Capital Purposes Surplus / (Deficit) from	3,734,891	2,951,135	783,756	5,580,088	5,580,088	5,881,580
Operations including Capital Grants and Contributions	(1,471,025)	(3,877,098)	2,406,074	(1,859,265)	(3,057,791)	(2,909,180)
Rates and Annual Charges Rates and Annual Charges	82,579,923	82,617,480	(37,558)	2,066,384	2,066,384	2,066,384

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#### Budget commentary- year to date actuals and annual forecast

#### Year to date actuals

The Deficit from Operations of \$5,205,915 is lower than forecast by \$1,622,318 at the end of the quarter.

Total Income from Operations of \$3,053,008 is lower than forecast by \$79,819 primarily as a result of Other Revenues.

Other Revenues are lower than forecast primarily due to a reduction in legal fees recovered.

Total Expenses from Operations of \$8,258,923 are lower than forecast by \$1,702,137. This is principally the result of lower than anticipated materials and contracts and other expenditure.

Materials and Contracts are \$458,626 lower than forecast as a result of timing of Information Technology expenditure.

Other Expenses are \$1,249,759 lower than forecast as a result of the timing of expenditure on information technology, training, and postage expenditure.

Grants and Contributions for Capital Purposes are higher than forecast as a result of the timing of developer contributions.

#### **Annual forecast**

For the full financial year the Deficit from Operations is forecast to increase by \$152,882 primarily as a result of additional postage associated with the rates harmonisation project (\$115,500). Capital Grants and Contributions are forecast to increase by \$301,492 primarily due to an additional developer contribution under the Fern Creek VPA towards the undergrounding of power.





# **MINUTES**

# EXTRAORDINARY AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

held via remote audio visual link on

# **THURSDAY 3 SEPTEMBER 2020**

Commencing at 9:34am





3 SEPTEMBER 2020

Minutes of the Extraordinary Audit, Risk and Improvement Committee Meeting held on Thursday 3 September 2020 via remote audio visual link.

#### ATTENDANCE:

#### **Voting Members of the Committee**

Mr Stephen Horne (Chair) Mr Mark McCoy Ms Sarah Richardson Ms Julie Walton Cr Sarah Grattan Cr Sue Heins Cr David Walton

#### Council Officers (non-voting)

Mr Ray Brownlee PSM Chief Executive Officer
Mr Jeff Smith Director Corporate and Legal

Mr David Walsh Chief Financial Officer

Ms Caroline Foley Executive Manager Financial Planning & Systems

Ms Deirdre Cooper Executive Manager Internal Audit & Complaints Resolution

Ms Renae Wilde Team Leader Financial Accounting

Mr Richard Ji Team Leader Financial Planning and Assets

Ms Pamela Tasker Administration Officer Internal Audit





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3 SEPTEMBER 2020

#### NOTE

**Acknowledgement of Country:** The Chair acknowledged the traditional custodians of the lands on which meeting participants gathered and paid respect to Elders past and present.

#### 1.0 APOLOGIES

Nil.

#### 2.0 DISCLOSURES OF INTEREST

Nil.

#### 3.0 SPECIAL AGENDA ITEMS

#### 3.1 2019/20 FINANCIAL STATEMENTS

#### **PROCEEDINGS IN BRIEF**

Ms Caroline Foley, Executive Manager Financial Planning and Systems, addressed the meeting on this item.

#### **PURPOSE**

To provide the Audit, Risk and Improvement Committee with an overview of the process undertaken and significant judgements and assumptions used in preparing the draft 2019/20 Northern Beaches Council financial statements prior to their inclusion on the agenda for a Council Meeting to be held on 29 September 2020.

#### **PRECIS**

The report provides a summary of the key accounting policies, critical accounting estimates and significant judgements used in applying these policies in the preparation of Council's draft 2019/20 Financial Statements and related disclosures.

To improve the quality of the financial statements and ensure disclosures and accounting policy notes are appropriate, the draft is referred to the Committee for their assessment and advice prior to the Council considering to resolve to refer the draft statements to audit at their meeting to be held on 29 September 2020.

#### **COMMITTEE RESOLUTION**

The Audit, Risk and Improvement Committee supported the draft 2019/20 Financial Statements as presented as suitable for consideration by Council for referral to audit subject to minor amendments recommended by the Committee.

(Cr Walton / Cr Heins)





3 SEPTEMBER 2020

#### **DISCUSSION ITEMS**

#### Financial Commentary:

- P.1 Total Income from Continuing Operations: \$366.0m.
- P.1 round up Net Operating Surplus to \$18.7m.
- P.1 Net Operating Results to be consistent terminology.
- P.2 Other Revenues to be consistent with Income Statement.
- P.10 Confusion between ratio and percentage.
- P.9 Key Performance Indicators: Acknowledge that benchmarks are set by the Office of Local Government (OLG).
- P.9 Operating Performance: Within Annual Report consider including an additional Operating Performance Ratio to reflect what the result would have been without the impact of unusual transactions due to COVID and summer storms for comparison purposes.
- Annual Report: Include further discussion on COVID, summer storms and community issues such as bins, etc., in Council's Annual Report to explain why the Operating Performance Indicator is so low.
- Ms Foley to draft recommended changes to Financial Commentary and circulate to ARIC.

#### **Key Policies and Assumptions:**

- Provision for Landfill Asset Remediation: The ARIC discussed the appropriateness of the use of the IPART's Local Government Discount Rate to calculate the asset remediation provision and were interested in the Audit Office of NSW's view and industry practice.
- Contact IPART and the NSW Audit Office with feedback re IPART calculations.
- · CEO to discuss approach with IPART.
- Supplementary note to be included in financial statements to disclose further information about the use of the IPART rates.
- The ARIC discussed the Defined Benefit Super Scheme contingent liability including the
  appropriateness of the key economic long term assumptions used to undertake the
  preliminary calculation of the present value of the accrued benefits by the actuary. The
  Fund's Actuary is expected to undertake a final end of year review around
  November/December 2020. Ms Foley will contact LG Super to provide feedback on the
  high rates utilised to undertake the forecast.
- Natural disaster provisions: Under current accounting standards it is not possible to establish a provision for costs not yet occurred. Internally restricted reserves may be established to provide for possible emergency events.

#### **Notes to the Financial Statements:**

- P.30 first paragraph Grant Income under AASB15 remove control of.
- P.31 <u>externally restricted</u> and <u>internally restricted</u> wording on tied grants needs to be clarified.
- P.34 \$600k for consistency.
- P.52 Note 7: other income requires clarification as includes loss and profit.
- P.79 Market Risk missing text.
- P.80 comparative table for 2019 to be included.
- P.115 Special Schedules Asset Maintenance Ratio clarify if this should be a ratio or a percentage.
- Discussion regarding an inclusion on Note 1 of a general COVID statement given that the
  pandemic has had the biggest impact on financial statements this year. Ms Foley advised
  this has been reflected in the financial commentary and budget impact note within the
  statements.





3 SEPTEMBER 2020

#### General Business:

 Audit Office of NSW has now completed its audit on development contributions which will be further discussed at the next ARIC meeting and it was recommended that Council consider performing a gap analysis on this audit.

#### **NOTES**

- The Chair congratulated Ms Foley and the Finance team on a very thorough and timely presentation of the Financial Statements.
- It was noted by the Committee that most councils are not yet providing a summary overview and commentary on Financial Statements. This was found to be very helpful and Council was congratulated on initiating this excellent practice.
- 3. Cr Grattan and Ms Richardson left the meeting at 11.02am.

#### 4.0 NEXT MEETING

The next meeting of the Audit, Risk and Improvement Committee is scheduled to take place at 2.00pm on Tuesday 8 September 2020 via remote audio visual link.

The meeting concluded at 11.24pm.





# **MINUTES**

# AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

held via remote audio visual link on

# **TUESDAY 8 SEPTEMBER 2020**

Commencing at 2.02pm



# Minutes of the Audit, Risk and Improvement Committee Meeting held on Tuesday 8 September 2020 via remote audio visual link.

#### ATTENDANCE:

#### Voting Members of the Committee

Mr Stephen Horne (Chair) Mr Mark McCoy Ms Sarah Richardson Ms Julie Walton Cr Sarah Grattan Cr Sue Heins Cr David Walton

#### Council Officers (non-voting)

Mr Ray Brownlee PSM
Mr Jeff Smith
Ms Karen Twitchett
Mr Todd Dickinson
Chief Executive Officer
Director Corporate and Legal
Director Workforce and Technology
Director Environment and Sustainability

Mr David Walsh Chief Financial Officer
Mr Naren Gangavarapu Chief Information Officer

Mr Mark Jones Executive Manager Strategy Performance and Improvement

Ms Sonya Gallery Executive Manager Governance and Risk Mr Carel Bothma Executive Manager Human Resources

Ms Natasha Shultz Executive Manager Waste Management and Cleansing
Ms Deirdre Cooper Executive Manager Internal Audit and Complaints Resolution

Mr Michael McDermid Manager Corporate Strategy
Mr Rob Koopman Manager Insurance and Risk

Ms Aline Brito Fernandes Internal Auditor

Ms Pamela Tasker Administration Officer Internal Audit

#### Council Auditors (non-voting)

Ms Sarah Cain Internal Audit, Partner, KPMG

Ms Aisling Kilgannon Internal Audit, Senior Manager, KPMG

Ms Karen Taylor Director of Financial Audit Services, Audit Office of NSW

#### Quorum

A majority of voting committee members.





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8 SEPTEMBER 2020

#### NOTE

Acknowledgement of Country: The Chair acknowledged the traditional custodians of the lands on which meeting participants gathered and paid respect to Elders past and present.

#### 1.0 APOLOGIES

Nil.

#### 2.0 DISCLOSURES OF INTEREST

Nil.

#### 3.0 CONFIRMATION OF MINUTES

# 3.1 MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD 9 JUNE 2020

#### **COMMITTEE RESOLUTION**

The Minutes of the Audit, Risk and Improvement Committee meeting held 9 June 2020, copies of which were previously circulated to all Members, were confirmed as a true and correct record of the proceedings of that meeting.

(Ms Walton / Cr Grattan)

#### **NOTES**

- A request was made that future ARIC business papers be comprehensive and brief.
- The Chair advised that consideration would be given to the presentation of future business papers: essential reading into the Agenda document and optional reading (for those wishing for more detailed information) into the Attachments Booklet.
- 3. The Chair advised that he considered the new format on Item 11.1, Internal Audit Activity Update, to be a great improvement.

#### 4.0 ITEMS RESOLVED BY EXCEPTION

Nil.





8 SEPTEMBER 2020

#### 5.0 ACTION ITEMS FROM MINUTES

#### 5.1 ACTION ITEMS UPDATE

#### PROCEEDINGS IN BRIEF

Ms Deirdre Cooper, Executive Manager Internal Audit & Complaints Resolution, addressed the meeting on this item.

#### **PURPOSE**

To provide the Audit, Risk and Improvement Committee with a progress update on the actions arising from the Minutes of previous meetings of the Committee.

#### **PRECIS**

Action items arising from Audit, Risk and Improvement Committee meetings are minuted and responsibility assigned. Progress is tracked and reported to the Committee at subsequent meetings.

#### **COMMITTEE RESOLUTION**

The Audit, Risk and Improvement Committee noted the progress on actions arising from the Minutes of previous meetings.

(Cr Grattan / Cr Heins)

#### **ACTION ITEMS**

- Clarify those items which are Action Items and those items which are general recommendations as appropriate.
- That an update on the Strategic Risk Plan be provided to the next ARIC meeting on 8 December 2020.

#### 6.0 STANDING ITEMS

#### 6.1 VERBAL UPDATE BY THE CHIEF EXECUTIVE OFFICER

#### PROCEEDINGS IN BRIEF

Mr Ray Brownlee PSM, Chief Executive Officer, addressed the meeting on this item.

#### **PURPOSE**

To advise the Committee with a brief update on current issues, particularly those relating to areas of potential risk for Council.

#### **PRECIS**

The Chief Executive Officer provides the Committee with an update on current issues under consideration by Council, particularly any issues which may present a potential risk of which the Audit, Risk and Improvement Committee members should be aware.





8 SEPTEMBER 2020

#### **COMMITTEE RESOLUTION**

The Audit, Risk and Improvement Committee noted the verbal update by the Chief Executive Officer.

(Cr Heins / Cr Grattan)

#### **DISCUSSION ITEMS**

- Council is conducting an in-depth review on how to keep the beaches, associated rockpools
  and reserves open and COVID safe. A report would soon be presented to Councillors.
- If staff can reasonably work from home during the pandemic this is preferred. Management
  continue to work hard at supporting staff and maintaining connection. Productivity has actually
  improved during this period and it would appear staff are working longer hours.
- All Council, Community and Strategic Groups continue to meet regularly via TEAMS and this
  arrangement is working well. The Community Contact Officers have maintained a high level of
  communication and support and report that contact with our communities has increased over
  the past few months.

#### **NOTES**

- The Committee congratulated the CEO on the procedures put in place to support staff and the community and the resultant increase in productivity and community contact.
- 2. Mr Mark Jones and Mr Michael McDermid joined the meeting at 2.20pm.

#### 7.0 IMPROVEMENT

# 7.1 NORTHERN BEACHES COUNCIL IMPROVEMENT REPORT AND SERVICE REVIEW PROGRAM UPDATE

#### PROCEEDINGS IN BRIEF

Mr Mark Jones, Executive Manager Strategy Performance & Improvement, addressed the meeting on this item.

#### **PURPOSE**

To provide the Committee with an update on the Northern Beaches Council's continuous improvement program referred to as the IGNITE Program, and the status of Council's Strategic Service Review Program.

#### **PRECIS**

Council has many improvement initiatives in progress. The Business Excellence Strategy, associated IGNITE implementation plans, and the systematic review of all of Council's 61 services are generating significant discovery, assessment, implementation and reporting of organisational and service improvements. Benchmarking with the two other councils for the service reviews has been challenging as it is hard to match services.





8 SEPTEMBER 2020

#### **COMMITTEE RESOLUTION**

- 1. The Audit, Risk and Improvement Committee noted the progress of:
  - a. Council's continuous improvement program, and
  - b. Service Review Program.
- The Audit, Risk and Improvement Committee endorsed the improvement progress reports to be provided to the Committee on a six monthly cycle.
- The Audit, Risk and Improvement Committee considered the Draft Sample Service Review Assessment Summary.

(Cr Grattan / Cr Walton)

#### NOTES

- The Committee agreed that the improvement progress reports be provided to the ARIC on a six monthly cycle in future.
- The Audit, Risk and Improvement Committee endorsed the use of the Draft Sample Service Review Assessment Summary.
- 3. The Committee recommended the consideration of using KPI's where possible, such as \$ per capita in the service review summaries.

#### 7.2 NORTHERN BEACHES COUNCIL MERGER PERFORMANCE

#### **PROCEEDINGS IN BRIEF**

Mr Ray Brownlee PSM, CEO, and Mr Mark Jones, Executive Manager Strategy Performance & Improvement, addressed the meeting on this item.

#### **PURPOSE**

The Chief Executive Officer provided a report to the July Council meeting on the performance of the Northern Beaches Council since merger. A full copy of this report was provided for the information of Committee members.

#### **PRECIS**

The Northern Beaches Council was established in May 2016 as an outcome of the NSW Government's amalgamation policy. The inaugural Northern Beaches Council is now approaching the end of its first term, and it is appropriate to consider the performance of the Northern Beaches Council in the context of the state government's merger platform.

#### **COMMITTEE RESOLUTION**

The Audit, Risk and Improvement Committee noted the report.

(Cr Heins / Cr Grattan)

#### **DISCUSSION ITEMS**

- Important that our reporting is balanced and includes failures and lessons learned as well as successes.
- Eventually successes, failures and accountability associated with the merger need to be assessed. Correlation with benchmarking to gauge achievements and shortfalls would be informative.
- Important that all amalgamated councils provide feedback to a central collation point at some time for analysis on the failures and successes associated with mergers.





8 SEPTEMBER 2020

#### NOTE

Cr Walton left the meeting at 3.03pm

#### 7.3 NORTHERN BEACHES COUNCIL BENCHMARKING UPDATE

#### **PROCEEDINGS IN BRIEF**

Mr Mark Jones, Executive Manager Strategy Performance & Improvement, addressed the meeting on this item.

#### **PURPOSE**

To provide the Committee with an update on the Australasian Local Government Performance Excellence Benchmarking data for FY2019

#### **PRECIS**

The Australasian Local Government Performance Excellence Benchmarking Program for FY2019 was considered by ARIC on 10 March 2020 resulting in the request for further information:

- · Analysis and modelling of data variances.
- Comparison to key targets better comparison may be with merged metropolitan councils if this can be teased out.
- Include further insights into waste operating costs against comparable councils.

#### **COMMITTEE RESOLUTION**

The Audit, Risk and Improvement Committee noted the benchmarking update as outlined in this report.

(Cr Grattan / Cr Heins)

#### **NOTES**

- 1. Mr Mark Jones and Mr Michael McDermid left the meeting at 3.10pm.
- 2. Mr Rob Koopman joined the meeting at 3.11pm.

#### 8.0 FRAUD AND RISK MANAGEMENT

#### 8.1 INSURANCE UPDATE

#### **PROCEEDINGS IN BRIEF**

Mr Rob Koopman, Manager Insurance & Risk, addressed the meeting on this subject.

#### **PURPOSE**

To provide the Audit Risk and Improvement Committee with an update on Council's insurance program.

### **PRECIS**

Council undertakes a comprehensive insurance program which is updated annually. This report provides information on Council's insurance environment and the 2020/21 insurance renewal.





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#### **COMMITTEE RESOLUTION**

The Audit, Risk and Improvement Committee noted the update on Council's insurance program.

(Cr Grattan / Cr Heins)

#### **ACTION ITEMS**

Report back to the ARIC on gaps in insurance cover following the independent review and risk analysis.

#### **DISCUSSION ITEMS**

- Link the results of the insurance review back to the risk appetite statement and risk tolerance to check if it's right.
- · Have we covered our exposure to cyber risk?

#### **NOTES**

- Mr Carel Bothma joined the meeting at 3.15pm.
- Mr Naren Gangavarapu joined the meeting at 3.25pm.

#### 8.2 ANNUAL REVIEW OF RISK APPETITE STATEMENT

#### **PROCEEDINGS IN BRIEF**

Ms Sonya Gallery, Executive Manager Governance & Risk, addressed the meeting on this subject.

#### **PURPOSE**

To seek the Audit Risk and Improvement Committee's review and feedback in regard to the annual review of Council's risk appetite statement.

#### **PRECIS**

Council's risk appetite statement was adopted by the Council on 24 September 2019. The statement is subject to an annual Council review and this process is now commenced with the consideration of the ARIC.

#### **COMMITTEE RESOLUTION**

The Audit Risk and Improvement Committee reviewed and assessed the risk appetite statement and provided feedback to inform its annual review.

(Cr Heins / Cr Grattan)

#### **DISCUSSION ITEMS**

- Appetite Ratings will eventually require further breakdown.
- Implications surrounding the shift of Cyber risk tolerance to Moderate will need to be further considered.
- Cyber security needs to be further broken down and individual risk tolerances assessed.

#### NOTE

Cr Walton rejoined the meeting at 3.41pm.





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#### 8.3 FRAUD AND CORRUPTION CONTROL COMMITTEE MEETING MINUTES

#### **PROCEEDINGS IN BRIEF**

Ms Sonya Gallery, Executive Manager Governance & Risk, and Ms Deirdre Cooper, Executive Manager Internal Audit and Complaints Resolution, addressed the meeting on this item.

#### **PURPOSE**

To report the minutes of the Fraud and Corruption Control Committee meetings held on:

- 21 April 2020 (postponed from 12 March 2020)
- 12 May 2020
- 30 July 2020

#### **PRECIS**

The minutes for the Fraud and Corruption Control Committee are reported to the Audit Risk and Improvement Committee for noting in accordance with its Terms of Reference.

#### **COMMITTEE RESOLUTION**

The Audit Risk and Improvement Committee noted the minutes of the Fraud and Corruption Control Committee meetings dated 21 April 2020, 12 May 2020 and 30 July 2020.

(Cr Grattan / Cr Heins)

#### **ACTION ITEMS**

> Future reporting to provide greater detail on initiatives, including quantification.

#### 8.4 WORK HEALTH & SAFETY AND INJURY MANAGEMENT UPDATE

#### **PROCEEDINGS IN BRIEF**

Mr Carel Bothma, Executive Manager Human Resources, addressed the meeting on this item.

#### **PURPOSE**

To provide the Audit, Risk and Improvement Committee with a bi-annual update on Work Health & Safety (WHS) at Northern Beaches Council.

#### **PRECIS**

Council is committed to fostering the development of attitudes and beliefs that support a safety first culture and enable our people to work safe. During the COVID-19 pandemic the safety of the community, customers, and staff has and continues to be our main priority.

This report provides information in four (4) categories and covers the end of financial year period for the 2019/20 period, and shorter periods as required, to demonstrate trends:

- 1. COVID-19 Update
- 2. WHS Position
- 3. WHS Performance
- WHS Assurance and Compliance





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#### **COMMITTEE RESOLUTION**

The Audit, Risk and Improvement Committee noted this update as at August 2020.

(Cr Heins / Cr Grattan)

#### **ACTION ITEMS**

Identify the work that has been done in relation to the top five risks (p.31) – include a percentage completed indicator.

#### **NOTES**

- 1. The meeting adjourned at 4.01pm.
- 2. Mr Carel Bothma left the meeting at 4.01pm.
- 3. The meeting resumed 4.10pm.
- 4. Mr David Walsh joined the meeting at 4.10pm.
- 5. Mr Todd Dickinson joined the meeting at 4.10pm.

#### 9.0 SPECIAL AGENDA ITEMS

#### 9.1 NORTHERN BEACHES COUNCIL CYBERSECURITY UPDATE

#### **PROCEEDINGS IN BRIEF**

Mr Naren Gangavarapu, Chief Information Officer, addressed the meeting on this item.

#### **PURPOSE**

To present to the Audit Risk and Improvement Committee an update on the actions and controls in place to achieve, monitor and maintain Council's cyber risk tolerance.

#### PRECIS

Since the KPMG security report in April 2019 Council has implemented a number of actions and controls to achieve, monitor and maintain agreed cybersecurity risk tolerance. The presentation attached gives an overview of:

- · Security controls and/or mitigating actions currently in place to respond to identified risks
- Approach to achieve, monitor and maintain agreed risk tolerance by driving cyber transformation at the council by implementing:
  - o Business capability map to implement security monitoring, assessment & reporting
  - Cybersecurity architecture roadmap
  - o Target cybersecurity operating model.

#### **COMMITTEE RESOLUTION**

The Audit, Risk and Improvement Committee noted:

- 1. the progress made to date in line with the cybersecurity roadmap, and
- 2. the planned activities to achieve, monitor and maintain agreed risk tolerance.

(Cr Heins / Cr Grattan)





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#### **ACTION ITEMS**

Information about risks and controls needs to be included in the Risk Register.

#### NOTE

The Director of Financial Audit Services, Audit Office of NSW, advised that Northern Beaches Council was well ahead of other Audit Office clients in its approach to cyber security and this was commendable.

# 9.2 UPDATE ON RISK MANAGEMENT ACTIVITIES ASSOCIATED WITH COUNCIL'S WASTE COLLECTION CONTRACT

#### **PROCEEDINGS IN BRIEF**

Mr Todd Dickinson, Director Environment & Sustainability, addressed the meeting on this item.

#### **PURPOSE**

To provide an update on emerging risks and/or potential disruptors associated with the waste collection contract including relevant financial and/or other risks and considerations included within the contract, as well as issues within the contractor organisation itself.

#### **PRECIS**

Council's Waste Collection Contract is its largest contract both in terms of value and the number of ratepayers who access its services. The new contract commenced on 1 July 2019 and the Audit, Risk and Improvement Committee requested a future update on risks be presented back to the Committee.

While many of the initial contract risks have been effectively managed, this report provides an update on these and emerging risks that have arisen during contract implementation and/or as a result of the COVID-19 outbreak.

#### **COMMITTEE RESOLUTION**

The Audit, Risk and Improvement Committee noted the information in the report.

(Cr Grattan / Cr Heins)

#### **DISCUSSION ITEMS**

 Staff provided an overview of the mechanisms in place to manage risks relating to its waste collection contract and advised that this is being done in accordance with Council's Risk Management Framework.

#### NOTE

Ms Natasha Schultz joined the meeting at 4.47pm.





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# 9.3 ANNUAL EXTERNAL AUDIT OF COUNCIL'S WASTE COLLECTION CONTRACTOR'S WHS SYSTEMS AND OPERATIONS

#### **PROCEEDINGS IN BRIEF**

Mr Todd Dickinson, Director Environment & Sustainability, and Ms Natasha Schultz, Executive Manager Waste Management & Cleansing, addressed the meeting on this item.

#### **PURPOSE**

The purpose of this report is to present United Resource Management's (URM) annual external audit of its own and its key subcontractor's WHS performance and conformance to their WHS Management Plan.

#### **PRECIS**

The report presents URM's annual external audit of its own and its key subcontractor's WHS performance and conformance to the WHS Management Plan. Council has commissioned its own audit to assess URMs compliance with the WHS requirements of the Waste Collection Contract which will be reported to the December meeting of ARIC.

#### **COMMITTEE RESOLUTION**

- 1. The report was received and noted by the Audit, Risk and Improvement Committee.
- The outcomes of URM's subsequent audit are to be reported to the Audit, Risk and Improvement Committee meeting scheduled to be held on 8 December 2020.
- 3. That the outcomes of Council's independent audit are to be reported to the Audit, Risk and Improvement Committee meeting scheduled to be held on 8 December 2020.

#### **ACTION ITEMS**

- > The outcomes of URM"s subsequent audit are to be reported to the Audit, Risk and Improvement Committee meeting scheduled to be held on 8 December 2020.
- The outcomes of Council's independent audit are to be reported to the Audit, Risk and Improvement Committee meeting scheduled to be held on 8 December 2020.

# 9.4 REVIEW OF COUNCIL'S WASTE SERVICE IN RESPONSE TO THE NSW AUDIT REPORT

#### **PROCEEDINGS IN BRIEF**

Mr Todd Dickinson, Director Environment & Sustainability, and Ms Natasha Schultz, Executive Manager Waste Management & Cleansing, addressed the meeting on this item.

#### **PURPOSE**

The purpose of this report is to present a review of Council' Waste Service in response to the NSW Audit Report.





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#### **PRECIS**

The Audit Office of NSW undertook an audit of domestic waste management in Campbelltown City Council and Fairfield City Council and issued a report in June 2019 (the Audit Office report). The Audit Office report provided a list of key findings in four areas, including: progress against targets, minimising and sorting waste, collecting and transporting waste, and processing and disposing of waste. A high-level review has been completed on the performance of Council's waste management services in comparison to the findings of the Audit Office report.

Some of the more favourable observations included a significant uplift in waste diversion from landfill associated with Council's new consolidated disposal contracts, a domestic waste charge that is lower than many in the Greater Sydney region, broad community satisfaction with the service, minimal contamination in its waste streams, and broad community engagement on waste collection (associated with the new contract and bin replacement).

There were also some observations of issues that will require further investigation including: waste generation per capita remains relatively static (noting that it is below the NSW average), more regular bin audits to improve contamination monitoring and target waste education activity, and the impact of the NSW Government's decision to prohibit organic material recovered from the mixed waste bin from being applied to land.

The review also made 12 recommendations that will be considered as Council develops its forward waste strategy.

#### **COMMITTEE RESOLUTION**

The report Northern Beaches Council Review of Services in Response to the Audit Office of NSW Report was received and noted.

(Cr Heins / Cr Grattan)

#### 10.0 EXTERNAL AUDIT

#### 10.1 AUDIT OFFICE OF NSW ANNUAL WORK PROGRAM 2020-21

#### PROCEEDINGS IN BRIEF

Ms Karen Taylor, Director of Financial Audit Services, Audit Office of NSW, addressed the meeting on this item.

#### **PURPOSE**

To seek feedback from the Audit, Risk and Improvement Committee on the 2020-2021 Annual Work Program released by the Audit Office of New South Wales.

#### **PRECIS**

The 2020-21 Annual Work Program contains the Audit Office's financial and performance audit plan for the year ahead as well as a three-year performance audit plan for both the state and local government sectors. The Auditor-General is keen to receive feedback on those areas which stakeholders feel require further focus. Accordingly, the Audit Office has asked that the ARIC consider any topics that may be relevant for Council.





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#### **COMMITTEE RESOLUTION**

The ARIC noted this request and will provide any feedback to Council and to the Audit Office of NSW.

(Cr Grattan / Cr Heins)

#### 11.0 INTERNAL AUDIT

#### 11.1 INTERNAL AUDIT UPDATE REPORT

#### **PROCEEDINGS IN BRIEF**

Ms Deirdre Cooper, Executive Manager Internal Audit & Complaints Resolution, addressed the meeting on this item.

#### **PURPOSE**

To provide an update to the Committee on all aspects of Internal Audit work since the June meeting.

#### **PRECIS**

The report provides an update on all audit activity since the last ARIC meeting, covering summaries of audit engagements, updates to the ARIC and Internal Audit Charters, the Annual Internal Audit Report, the new Annual Audit Plan for audits by Northern Beaches Council staff auditors and staff training.

The report is presented in a new format that combines all the previously separate audit-related reports into one report.

#### **COMMITTEE RESOLUTION**

The Committee reviewed and approved the report.

(Cr Heins / Cr Grattan)

#### **DISCUSSION ITEMS**

- The Committee requested that the report be comprehensive without need to refer to the attachments document.
- The Chair commented that the new report format was better consolidated than previous reports.

#### 12.0 GENERAL BUSINESS

Nil.





### 13.0 NEXT MEETING

The next meeting of the Audit, Risk and Improvement Committee is scheduled to take place at 2.00pm on Tuesday 8 December 2020.

The meeting concluded at 5.09pm.		

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# Community and Stakeholder Engagement Report

# Community Centres Strategy (Stage 2 of 2)

Impact level: One

Report date: 01 February 2020

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# 1. Summary<sup>1</sup>

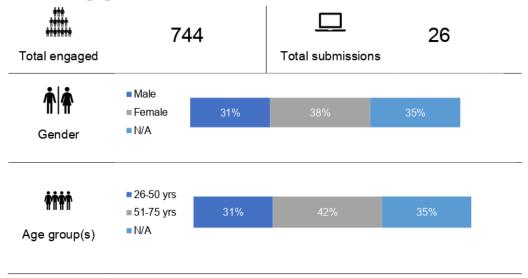
Community Centre Strategy	
Impact Level	1
Stage(s)	2 of 2 stages
Report Period	25 October 2019 until 8 December 2019
Version	1.0
Status	Draft
Related Projects	Local Strategic Planning Statement – Towards 2040

This report outlines the community and stakeholder engagement conducted as part of the Community Centres Policy and Strategy project. The consultation period documented is from 25 October until 8 December 2019<sup>2</sup>

The reports content reflects the insights of 26 participating community members and stakeholders, including community groups and resident groups.

All direct quotes in this report are from excerpts of engagement records and the individuals provided permission.

### 1.1. Who we engaged<sup>3</sup>



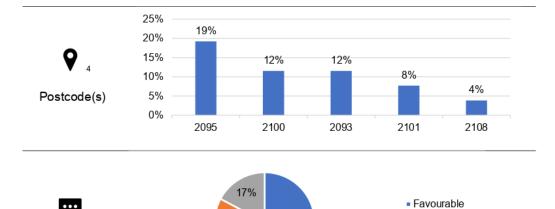
<sup>&</sup>lt;sup>1</sup> Community and stakeholder views contained in this report do not necessarily reflect the views of the Northern Beaches Council or indicate a commitment to a particular course of action.

<sup>&</sup>lt;sup>3</sup> No demographic data was captured for respondents who contributed feedback through online engagement



<sup>&</sup>lt;sup>2</sup> Exhibition period extended until 8 December 2019.





Sentiment		17%	66%	<ul><li>Unfavourable</li><li>Neutral</li></ul>	
	Locations			Marketing	
	Accessibility			Space needed in Dee Why,	

Accessibility
Space needed in Dee Why,
Brookvale, Balgowlah, Manly and
Mona Vale

Feedback
themes
Population forecasts
themes
Ageing Facilities
Guiding Principles
Indoor Sport

### 1.2. How we engaged

Have Your Say	Visitors: 744	Visits: 905	Av. time onsite: 1m32s
Interactive document	Contributors: 26		Contributions: 26
Social media	Post: 2 (1 Facebook	x/1 Linked in)	Reach: 17,593 / 1319 Clicks: 237/ 44

 $<sup>^{4}</sup>$  Top five results identified from 12 postcodes 31% of respondents did not provide a postcode.

<sup>&</sup>lt;sup>5</sup> In relation to agreement with the Guiding principles set out in the Draft Strategy





	Manly Daily: 5 ads, 1 editorial	Distribution: 236,000
	Pittwater Life: 1 editorial	Distribution: 32,000
_	Peninsula Living (south ed.): 1 advert	Distribution: 57,000
Print media and collateral	Collateral availability: Customer Service and	Number: 4
	Community Centres	Number: 4
	Community Engagement newsletter: 3	Distribution: 20,000
(a) (b)	, 3-3	2.00
	Council eNews: 1	Distribution: 70,000
EDM(s) <sup>6</sup>		,

### 2. Background

This report outlines the community and stakeholder engagement conducted as part of stage two

The Community Centres Policy and Strategy (Draft) project commenced in July 2018 and reported to Council on 22<sup>nd</sup> October 2019. Council voted to have the Policy and Strategy go on public exhibition to gain community feedback on the findings and recommendations.

The documents and attachments were available for the community to view and give feedback on from 25 October 2019 through to 8 December 2019.

# 3. Engagement approach

Community Centres Policy and Strategy community engagement was planned, implemented and reported in accordance with Council's <u>Community Engagement Matrix</u> (2017). A documented engagement methodology is outlined in the Community Centres Strategy Community and Stakeholder Engagement Plan (October 2019).

The engagement approach gave consistent and accessible information and asked a uniform set of questions of participants in all activities. Results provide responses across a spectrum of demographics, expertise, experience and understanding of our local government area.

#### 3.1. Engagement objective(s)

- Provide accessible information so community and stakeholders can participate in a meaningful way (inform)
- Build community and stakeholder awareness of participation activities (inform)
- Seek out and facilitate the involvement of those affected by or interested in a project (involve)

#### 3.2. Engagement methodology

The community and stakeholder engagement for the Community Centres Policy and Strategy was conducted over a six-week period, from 25 October 2019 until 8 December

<sup>&</sup>lt;sup>6</sup> Electronic direct mail





2019. It consisted of a series of activities that provided opportunities and platforms for community members and stakeholders to contribute.

This report represents what Council has heard as accurately, comprehensively and transparently as possible by using consistent quantitative and qualitative analysis techniques.

The project's impact level one (1) Community and Stakeholder Engagement Plan was devised on a two (2) stage approach:

#### Stage 1:

 A needs analysis identified challenges and opportunities for existing community centres in the Northern Beaches LGA. The analysis included a literature review, demographic analysis, existing community centres condition assessment, community engagement and a benchmark analysis.

#### • Stage 2:

- o Raise awareness of the Strategy (draft), Action Plan and Policy
- Inform via Council Agenda notification to engaged participants. 25-29 October 2019
- Provide key stakeholders, users / hirers and community with print and online access to the Strategy (draft), Action Plan and Policy
- o Exhibit the documents 28 Days + (25 Oct 1 Dec 2019)
- Provide online opportunities for stakeholders and community to comment on the Strategy (draft) Action Plan and Policy
- Seek feedback on the 8 Strategic Directions within the Strategy (draft) seek understanding Agree - Disagree
- Seek feedback on the Action Plan (Actions x18 aligned to each Strategy x8) by Area
- Seek feedback to understand if the Strategy (draft) and Action Plan have addressed the issues and needs identified.

#### 3.3. Engaging with hard to reach communities

Lack of access to information or activities is a key barrier in engaging our 'hard to reach' communities. This projects' approach took engagement to community, rather than expecting community to come to Council.

Working with liaisons for these groups i.e. young people, multicultural and Indigenous communities, provided the opportunity to engage key community members and utilise their networks to share information, and increase project exposure and awareness.

#### 3.4. Acknowledgements

Thank you to the 26 Northern Beaches community members and stakeholders who shared their time, expertise, views and anecdotes.

We recognise this is one of many engagements that Northern Beaches community members and stakeholders have participated in. We also acknowledge the support of staff throughout the engagement period.





# 3.5. Engagement activities

Engagement activity	Overview
Have Your Say (online)	Your Say Northern Beaches was used to conduct online engagement. It provided a portal for users to visit, find information to support their engagement and offer feedback.
	744 visitors viewed the project page 905 times. Average time onsite was 1.32sec.
Form(s)	The forms design provided participants with an opportunity to communicate their thoughts on the proposed strategic directions, action plans and locations for district and regional community centres.
	26 forms received validated the findings of the strategy.
	A copy of the feedback form is available in the report appendices
Social media	Two posts published on Facebook and one on Linked In 19 November. Key analytics include a total reach of 18,912, with an average of 1.5% click through rate. 246 reactions.
Print media	Use of five ads and one media release (resulting in editorial) to the Manly Daily, Pittwater Life and Peninsula Living provided large distribution scope to raise project awareness and community interest.
Electronic direct mail (EDMs)	Project was included in three Northern Beaches Community Engagement Newsletters. With a distribution list of over 20,000, this activity increased awareness and drove traffic to the project landing-page, essential documentation and engagement tools.
	Council also sent two direct emails to approximately 41 insert number community members.

# 4. Findings<sup>7</sup>

Theme	Commentary
Locations/Accessibility	Feedback supports findings on lack of space in key, central locations such as Dee Why, Brookvale and Balgowlah; Mona Vale Memorial Hall needs additional space.
	Access to online bookings/payments and searching availability needed.
Population Estimates	Population estimates were queried for both Mona Vale and Frenchs Forest Planning Catchment Areas. The figures for the Mona Vale area included the original forecasts for Ingleside Planning Precinct proposal, and the Frenchs Forest figures did

<sup>&</sup>lt;sup>7</sup> Note: This analysis does not include any 'late' feedback received after the advertised closing date for consultation.





Theme	Commentary
	not include the Frenchs Forest Hospital Precinct population forecasts.
	*In 2020 the population figures for the proposed Ingleside precinct have been revised and Frenchs Forest Health Precinct data now included. In late 2020 all population forecasts for the Strategy were updated with data from id demographics.
Strategic Directions	Feedback confirms the findings of the study, including upgrading of ageing buildings, ensuring affordability, history and memorabilia.
Indoor Sport	Unmet need for indoor sport does impact on community centres that have sports halls, but is out of scope for this study. This matter will be addressed by a project led by Parks and Recreation in 2021/22.
Cultural Facilities	More art spaces, galleries, music and performance venues. These matters are addressed in the Arts and Culture Strategy.
Keeping smaller centres	The Strategy does recognise the value of the variety and need for local smaller centres across the Northern Beaches.
Upgrades	Strategy recognises that the user requirements of heating and cooling needs addressing across the portfolio of ageing community centres.

# 5. Questions and responses

Question	Response
'The former Manly Council Chamber is not mentioned in this document. Why not?'	Manly Town Hall remains as a Council administrative building and Customer Service Centre. The study specifically addresses the multi-use community centres listed. Since the Strategy was developed, the Meeting Rooms at Manly Town Hall have become available for hire after hours to meet some needs, but with additional Conditions Of Hire. The strategy has clearly identified a lack of space for the community to hire in central Manly.
'Why is Child Safety not part of the Guiding Principles?'	Child safety requirements are 'out of scope' for this project'.  This is covered in the operational Terms and Conditions of Hire for all community centres, with specific requirements for those groups this is applicable too.

# 6. Conclusion(s)

Feedback collected through the engagement process identified several recurring themes. The results of the engagement process indicated that the findings are supported by the community groups and wider public's view and needs.





# 7. Full summary of community and stakeholder responses

(The information in the 'Key Themes/Comments' is exact extract as inputted by the community participants)

Key Themes/ Comments	Responses
Locations Community centre space in Brookvale	The current rooms at Brookvale Community Centre are not meeting the community's needs now and for the future.
Siconvalo	The Strategy has already identified the need for a district facility in central Brookvale to replace the existing community centre
The plans for Dee Why and Brookvale seem reasonable	The Local Strategic Planning Statement identifies Brookvale as an employment and innovation centre"A new town centre activity-point outside the mall could include civic and cultural functions and a multi-use community facility, incorporating co-working or economi development spaces.
Dee Why Public School – request to explore possible joint use of new facilities	Dee Why has been identified as the location for a regional facility of the Northern Beaches.
	The Dee Why/Brookvale Planning area has adequate gross floor space but the spaces are in the wrong location, needing major upgrades, and too small and fragmented.
	Noted, this is in line with Strategy 8.1
Please make sure you keep small centres such as North Balgowlah community centre. The kids can go here straight after schoolto engage in after school activities. If	The Strategy identifies that the current portfolio of a number of smaller centres and a few larger complexes provide adequate gross floor space as per the population. The feedback from the consultation confirms the value of the centres by the community.
small centres are closed it makes it narder for working parents. Also the play groups in these community	More floor space is needed, the centres need to be modern and accessible, in central locations to meet future needs of the Northern Beaches population.
centres are vital for mental health of many parents who rely on just walking to local centres. We do not need fancy facilities in local areas ust clean basic rooms to meet with	North Balgowlah Community Centre is a well utilised community centre but does have constraints on its use and impact on the community, and therefore it's use is limited.
oilet facilities. Yes it's great to see arger centres planned also.	The building is closely surrounded by residential properties, has limited on street parking, and is an ageing and inaccessible building requiring significant upgrades.
	The Action Plan does identify that a better outcome for the community would be to upgrade the nearby Seaforth Community Centre to meet the future needs in this area for multi-use communit space. There are no plans for this project and this is concept only.
Oo not fill any more green spaces with buildings	Noted. There are no plans to build on green spaces.





Key Themes/ Comments	Responses
Mona Vale district community centre should be integrated into the plans for the arts space and gallery in the former civic centre. this could be achieved with improvements to the existing memorial hall.	The integration of the Mona Vale Memorial hall with the new art space is already being considered. There are also plans for the upgrading of the hall to modernise and increase internal space available for the community.
concerned with the low level priority given to Elanora Heights Community Centre. This centre operates as a preschool, along with a few other uses.	Comments on each community centre are in the Action Plan. There are no plans to change the way Elanora Heights Community Centre is used. Council supports the ongoing use of this centre by the Elanora Preschool, in conjunction with other user groups in the community.
around supporting preschool as the major hirer. The preschool has been there for over 50 years. It is suffering from ongoing time constraints as a full pack away centre and lack of	Elanora Heights Community Centre will remain as a multi-use facility for all groups in the community, including the Pre School. There is no alternate community centre in Elanora, and therefore no plans for this centre to become a stand-alone Preschool facility.
storage for preschool equipment the building is in desperate need of external painting, paint is flaking off the doors and hand railings.	It is in the Action Plan to investigate improved storage options for the Pre School and other groups at this site, as well as ongoing maintenance and upgrades for the centre.
Concrete paving/footpaths are uneven and lifting in sections	There are a number of community based kindergartens operating and packing away each day, from Council's multi use community centres.
I would love to see the facility be dedicated to a full-time preschool.	
Accessibility Accessibility issue at the Tramshed Arts and Community Centre there is no place to stop close to entry of the building to drop off or pick up people using walkers or wheelchairs.	Feedback noted and staff will investigate solutions.
Included in the Guiding Principles should be a principle relating to ease of booking the facilities online. This goes to accessibility.	This is covered by 'accessible' in Strategy 7, on Page 37. In the 2020 and 2021 Council is implementing a new online bookings and payments system. This will greatly improve the customer experience and ease of booking a community centre.
Cultural facilities Support for music and performance groups by providing a new performance space with good	Cultural facilities have been addressed in the Arts & Creativity Strategy, adopted by Council on 22 October 2019.
acoustics for rehearsal, teaching and performance. An inclusive, diverse, vibrant, local	Council currently offers a range of spaces for a variety of creative activities in community centres and in dedicated arts facilities.
writers' centre. Need for more public galleries for artists to exhibit their works Use of Government owned property for creative use and/or exhibition spaces More arts centres - similar to the one	There will be two new arts spaces developed in coming years in Avalon and Mona Vale. Council will continue to provide affordable spaces and assess the needs of the community to identify opportunities for new spaces.
at Tramshed, Narrabeen.	





Key Themes/ Comments	Responses
Indigenous Heritage Permanent space for Aboriginal culture	Noted and amendments made to Strategy.
Would also like to see permanent Indigenous artifact displays in community centres ie. Manly Arts Centre etc	
Population Figures	
'Not quite sure re the future planning view for Mona Vale. The document shows a large expected population increase there'	In the Draft Strategy the population figures for Mona Vale area included the Planned Ingleside Precinct Area. In the Draft Strategy the population growth from 2016 to 2036 was from 63,304 to 71,662. These figures have been reviewed and the Mona Vale population forecast has been amended to 5741 additional people by
One of the best planning documents I've seen from council- well done - with only area of concern the	2036, or 9.07% increase over 20 years. The Strategy now reflects the amended figures (id.demographics 2020).
expected population growth of Mona Vale not seeming to be realistic and the growth figures for Dee Why/Brookvale undercooked.'	The growth in Brookvale/Dee Why planning catchment area is forecast as 'low given that much of the residential development has already taken place and growth will be largely due to intensification of density around major precincts'. (Page 39 of the Strategy)
'the highest population growth will be in the Mona Vale area - a 27.4 % increase in population there. This does not match the Council's data on its website'.	
"the Frenchs Forest catchment projected population in the Strategy do not match the data on Council's website".	The Frenchs Forest Catchment Area projected population figures have been revised to include the Frenchs Forest Health Precinct expected growth.
	The figures in the Draft Strategy were 45,409, this has now been revised to 55,012, an increase of 38.65% from 2016 to 2036, with the revised population figures (id.demographics 2020).
Future Proposals/Strategic	
Directions Strategy 7: make each community centre unique and celebrate the history. Hang Gig posters and photographs at Manly Youth Centre, Historic Photos at the Tramshed	Page 13 of the draft Strategy does address the historic importance of the centres, and gives some examples. Historic photos have already been placed at the Tramshed, Forest Community Arts Centres, and Manly Youth Centre has framed gig posters from its heyday as a well-known Australian rock venue.
Strategy 7 to display memorabilia and historical information related to each centre to create uniqueness or create uniqueness through decoration and renovation to reflect the area each centre is in.	This will be looked at for all centres, as they all have an interesting story, relevant to historical public interest.
The former Manly Council Chambers is not mentioned in this document. Why Not?	Since the Draft Strategy was developed the Manly Town Hall Meeting Rooms (former Chambers) are now available to the community to hire after hours (not during Covid -19 pandemic).
Please consider Manly Town Hall. It's central, accessible by public	



Responses



**Key Themes/ Comments** 

Rey Memes/ Con	IIIIEIIIS	Keahousea	
transport and the first floo under used at the momer I'm writing on behalf of co group Good For Manly. V represent residents in Ma and further afield, through social media and blogs.	ommunity We anly Ward		
The Strategy has identific community space in centro Meeting Rooms is a short long-term use will be the study, with extensive community with extensive community. The revised Strategy mer short-term option.  I agree that Balgowlah is precinct and does not cur centres. The Balgowlah Etrying to establish itself as	ral Manly. The t-term measure subject of a se nmunity consule ntions Manly T a major shopp rently have an	hire of these e only. The eparate, future ltation.  own Hall as a bing/living by council run s currently	The Strategy has identified that Balgowlah town centre has no community facilities available to the public for hire. Council would welcome discussions with Balgowlah Bowling Club to address community centre floor space.
"Strategy 8 is of particular interest to us, given than many of the aims of your proposed Strategic Directions overlap with the aims of us as a local church (Frenchs Forest Baptist Church)"  As a church, we have commenced an evaluation of the potential uses for our existing property we are keen to explore the possibility of sale and relocation to the Forestville site, in a local community centre partnership at the Forestville Memorial Hall and associated buildings.		tegic s a local " evaluation of erty we are nd relocation to y centre	This proposal does fit with Strategy 3 – Implement 'community hubs' with the co-location and integration of existing and future community centres in areas that are accessed by the community, and Strategy 8 – Investigate management models for non-Council managed and/or owned facilities to maximise floor space available to the community.  Proposals for co-location of community facilities will be considered on a case—by—case basis.
Upgrades/affordability			
The centres need updating venue hire.  They do need to be afford Also to provide a variety of halls but smaller areas with facilities, nice outlook and networking meetings.	dable. of spaces - not ith coffee tea b	t just large orekkie	Council is constantly updating the centres, the strategy has confirmed the need for this with condition reports and feedback from the community.  Council conducted a major fee review in 2018/2019, with many not-for-profit and concession rates reduced. Fees are reviewed each year, with another major review proposed for 2022.
Possibly equipped with projectors etc.			Noted, to be considered in design of future upgrades and new centres. Council has installed projectors in a number of centres, with plans to have more installed in suitable spaces during the next few years.



'Short term refurbishments don't seem to solve the

major problems in these spaces like proper and

It has been identified that heating and cooling improvements are required across a number of the



effective heating which will increase the use multifold in these spaces especially during the winter months when occupancy is low'	centres, and are part of the issues around the ageing infrastructure.  Upgrades are addressed in both the Strategy and the Action Plan.
"the Mona Vale Memorial hall does not have satisfactory floor space removal of the temporary stage and reinstating the hall's original stage facility".	The community engagement has confirmed the current and known need for more community space in Mona Vale central, and that the existing Mona Vale Memorial Hall is not meeting community needs and needs an upgrade. This hall has already been identified as requiring a medium upgrade to create additional, more modern space, and is in short to medium term plans.
Indoor Sport  'Curl Curl Youth & Community Centre is a basketball court next to a large no. of netball courts. The building should have a minimum of two indoor netball courts as well as community facilities for during the week days'	Council is aware of the need for more indoor sports centres on the Northern Beaches. In 2016 Council opened the PCYC in Dee Why, (owned by NBC but leased and managed by the PCYC). It has two state of the art indoor sport courts and additional community rooms available for hire.
Marketing/utilisation  'Good that looking at improving existing under-utilized spaces like manly senior citizens centre.'  'Marketing and bookings in this digital world could be a quick win for improving utilisation. '  'Marketing of centres as performance venues.'	Council's evidence is that Manly Seniors Centre is already a very well utilised space seven days and evenings per week. It has a very active Seniors Club, Computer Pals group and many other hirers on a regular and casual basis.  Strategy 4 in 'Our Strategic Directions' is to 'develop a marketing strategy' for all the centres.  Council is currently implementing a new online bookings and payments system that will have improved and new capability for the community to search and book available space.
Child Protection  The reference to safety in the Guiding Principles has been dropped altogether (refer to Strategy 7). This suggests that NBC seeks to be simply the venue lessor that takes no interest and no responsibility for the activities that go on under its roof. Child safety must be built in to the Guiding Principles and the Strategic Directions.'	Community Centre hirers are required to abide by the terms and conditions of hire, which includes reference to the legal requirements for working with children.







Council Policy – No 46	Adopted:	OM: 02.03.98
Council Folicy – No 40	Reviewed:	OM: 05.08.2013
	Amended	OM: 17.10.2011
	Revoked	

TITLE: COMMUNITY CENTRES

STRATEGY: BUILDING COMMUNITIES AND RECREATION

**MANAGEMENT** 

BUSINESS UNIT: COMMUNITY, LIBRARY AND ECONOMIC

DEVELOPMENT

RELEVANT LEGISLATION: NONE

RELATED POLICIES: NONE

# **Objectives**

To provide all residents with opportunities for social and cultural interaction (through the availability of local community space).

To ensure equitable access for all residents to community centres.

To offer diverse programs which are culturally rich and foster local identity.

To ensure that community centres are accountable to the community in the most cost effective and efficient manner.

#### **Policy Statement**

Pittwater Council, through its community centres network, is committed to offering diverse and accessible venues for meetings, cultural activities and events for the whole community.

Community centres enhance the quality of community life by encouraging participation and networking within the local community and by facilitating the development of a diverse range of activities and services, which recognise the distinct lifestyles and interests of residents.

Council will promote and market the community centres to attract maximum interest.

Council will ensure the ongoing development and implementation of fair and equitable pricing policies that facilitate access to facilities for all residents.

Council will ensure that existing facilities are attractive and appropriate for community use through ongoing maintenance and upgrading of facilities.



#### S20. Senior Citizens Centre

Title: Senior Citizens Centre Policy

Policy No: S20

Keywords: Seniors, Centre, Usage

Responsible Officer: Divisional Manager - Human Services and Facilities

#### 1. PURPOSE AND AUTHORITY

This policy sets out Manly Council's considered and adopted policy position with respect to the usage of Manly Senior Citizens Centre by seniors. More specifically, the policy position of Council is as follows:

- That Council grant free usage of the Manly Senior Citizens Centre to all Senior Citizen groups of the Manly Council area.
- That Senior Citizen groups from outside the Manly Council area continue to pay the current Senior Citizens rate as set by Council at the 1987 meeting of fees and charges.

(O.M. 19.1.88) (Confirmed 20.10.97)

#### 2. PRINCIPLES

The governing principles of this policy are, firstly, the need for equity and fairness as well as due recognition insofar as seniors are concerned, and, secondly, the recognition by Council that a certain priority ought to be given by Council, as respects the subject-matter of this policy, to seniors living in the Manly local government area as opposed to seniors from the wider public.

#### 3. SCOPE

This policy applies to all Council officials (including Councillors and Council staff and consultants engaged by Council) who are involved, directly or indirectly, in decision-making (including preparatory and recommendatory decision-making) with respect to the subject-matter of this policy.

#### 4. DEFINITIONS

See the Dictionary at the end of the Local Government Act 1993 for definitions of various terms and expressions used in this policy.

#### 5. IMPLEMENTATION

This policy will be implemented without delay once adopted by Council. Upon adoption this policy will be entered into Council's policy register, made available online and provided to all staff and any other people directly affected by this policy.

Council and/or the General Manager may, during a civil emergency only, set aside any policy terms to ensure public safety.

#### 6. MONITORING AND BREACHES

Regular monitoring of compliance with this policy, relevant legislation and Manly policies and procedures will be undertaken and documented by the responsible officer for this policy.

Breaches of this policy are considered to be breaches of Manly Council's Code of Conduct and therefore invoke the relevant sanctions outlined in that Code. Persons in breach of any legislation may be subject to relevant criminal action.

#### 7. REPORTING

No specific reporting is required by this policy.



#### 8. POLICY REVIEW

This policy is subject to regular review at a maximum interval of two (2) years.

For the purposes of carrying out and giving effect to this policy, the General Manager may from time to time prepare, adopt or vary, and otherwise issue to Council staff, guidelines and directions relating to any aspect of this policy.

Any recognised change to relevant legislation; or directives or guidelines issued by agencies including the NSW Ombudsman and the Division of Local Government; or to Manly Council's related guidelines and procedures will activate an immediate review of this policy to ensure it remains current and aligned to best practice policies.

#### 9. RELEVANT REFERENCES AND LEGISLATION

Local Government Act 1993 Local Government (General) Regulation 2005.

#### 10. RELEVANT COUNCIL POLICIES

Nil.

#### 11. REVISION SCHEDULE

Minute No	Date of Issue	Action	Author	Checked by
PS53/11	2 May 2011	Periodic Review	Secretariat, Corporate	Manager, Administration
			Services	
	June 2013	Comprehensive		General Counsel
		Review		
PS16/14	3 March 2014	Periodic Review	OM CSS	Manager Governance





Council Policy – No 46	Adopted:	OM: 02.03.98
Council Folicy – No 40	Reviewed:	OM: 05.08.2013
	Amended	OM: 17.10.2011
	Revoked	

TITLE: COMMUNITY CENTRES

STRATEGY: BUILDING COMMUNITIES AND RECREATION

**MANAGEMENT** 

BUSINESS UNIT: COMMUNITY, LIBRARY AND ECONOMIC

DEVELOPMENT

RELEVANT LEGISLATION: NONE

RELATED POLICIES: NONE

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# **Northern Beaches**

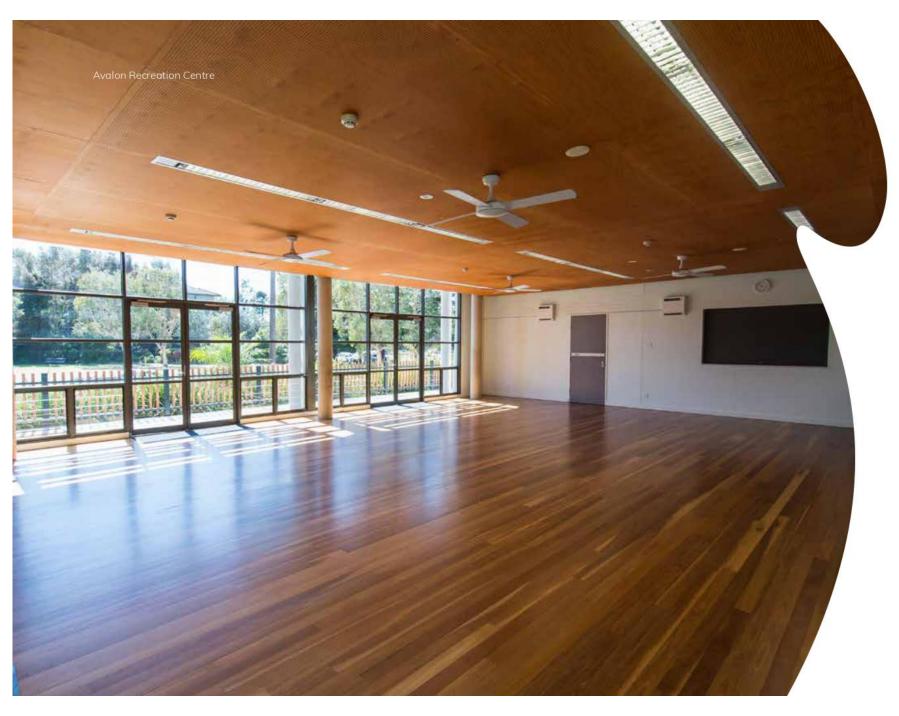
Community Centres Strategy

February 2021



ATTACHMENT 5
Draft Community Centres Strategy
ITEM NO. 10.1 - 23 FEBRUARY 2021





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Document prepared in consultation with TAP CONSULTING. PO BOX 1714, Capalaba, QLD 4157

Contents





# Message from the Mayor

Our community centres bring people together, creating connections and helping to build a stronger Northern Beaches community.



We are proud to provide 38 community centres across our local area and our vision for all our centres is for safe, welcoming, inclusive, accessible and affordable public spaces for the whole community

With so many activities and programs available at our centres including art classes, exercise classes, youth and senior programs as well as a space for community support meetings, early education for special needs children and private functions, there is always a high demand.

The community centres also provide meeting places that address social isolation for some members of our community and encourage opportunities for healthy and creative activities. I want to thank our local community who helped shape the 20-year Community Centre Strategy. We have listened to what you believed was working and where there were gaps. We have also heard what you want to see in the future and this Strategy captures your valuable feedback. It will now serve as Council's management framework for our community centres across the Northern Beaches.

I look forward to seeing you in one of our centres soon.

Michael Regan, Mayor



# 1. Summary

The Northern Beaches Community Centres Strategy (the Strategy) outlines our vision for a network of multipurpose centres that are attractive spaces for our community. At the core of this is accessibility, with good connections to public transport and affordable rates for hire. Council is committed to delivering inclusive community centres that embrace diversity and are available and inviting to all ages, cultures and abilities.

The Strategy brings together information from various sources to investigate the current state, identify opportunities and challenges, and outline future directions for the community centres on the Northern Beaches. A comprehensive literature review, demographic analysis, and a full assessment of all existing community centres was undertaken. A benchmark analysis also identified the current and future gaps in the provision of community centre floor space on the Northern Beaches. To ensure that the directions meet community needs and expectations, stakeholders were asked for their feedback using

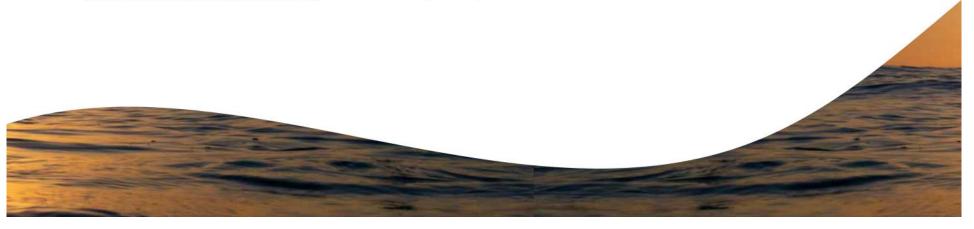
surveys, interviews and focus groups to investigate their perception of current and future needs and priorities. The draft Strategy was placed on public exhibition, with submissions encouraged and amendments made to the Strategy.

The Strategy has identified gaps in the availability of community centre space now and in the future throughout the Local Government Area (LGA).

The Strategy highlights a need for the provision of multipurpose community centres, particularly at a district/sub-regional level, with a focus on the

co-location and integration of services and facilities, for improved accessibility and social participation. Strategic Directions include major refurbishments and the provision of new multipurpose community centres as part of a holistic network of centres that work together to meet a range of community needs across the Northern Beaches.

The Strategy also identifies opportunities, such as working closely with organisations that lease Council owned buildings, to close the gap in provision of multipurpose space across the area.





# 2. Vision Statement

Northern Beaches Council Community Centres are safe, welcoming, inclusive, accessible and affordable public spaces for the whole community. They are vibrant modern facilities that support and enable programs that provide diverse opportunities for a rich social and cultural life, encouraging good health, social interaction, creativity and learning. Community Centres are flexible in adapting to changing demographic, social and cultural needs. They are environmentally, socially and economically sustainable, inspiring best practice.



# ATTACHMENT 5 Draft Community Centres Strategy ITEM NO. 10.1 - 23 FEBRUARY 2021

# 2.1. What is a Community Centre?

For this Strategy, community centres are indoor spaces hired by the community for regular or one-off events and activities. These spaces are multi-use, multi-purpose and accessible to the public. They provide spaces for social, creative, educational and recreational activities and health and/or support services for the community.

Council manages other facilities that are available for hire but are not multipurpose in nature and not included in this Strategy. This includes the Creative Space, Curl Curl, meeting rooms in libraries and sports club buildings.

# 2.2. Why do we need a Strategy?

The Community Centre Strategy for the Northern Beaches is a strategic document intended to inform and assist the planning and provision of community centres. The Strategy will:

- clearly articulate the value that community centres bring to community cohesion, connections and wellbeing
- provide an evidence-based framework and guide for the future planning, provision and investment in Council owned community centres over the next 20 years
- enable Council to set priorities and recommendations for future community centre development based on strong evidence and analysis that can support business cases
- provide a strong basis from which to advocate/lobby state and federal governments for funding and grants
- position Council to pursue collaborative partnerships with other levels of government, the private sector and community groups
- enable Council to maximise the benefits from its existing investments in community infrastructure assets

- provide a consistent organisation wide approach, which will result in closer integration of service planning, capital works programming and asset management
- inform Council's planning policies (e.g. Local Strategic Planning Statement and Local Environmental Plans) for future development and better service delivery within the LGA.

# 2.3. Strategic Context

#### State Context

- The New South Wales government introduced the Greater Sydney Region
  Plan:
  - A Metropolis of Three Cities in 2018 to set a 40-year vision for Greater Sydney. The plan aligns land use, transport and infrastructure planning to reshape Greater Sydney as three connected cities.
- District Plans, including a North District Plan, will manage and guide implementation of this vision over the next 20 years.

#### Northern Beaches Local Context

The North District Plan sets out planning priorities, objectives and actions
in the assessment of planning proposals, community strategic plans and
policies. The Northern Beaches Local Strategic Planning Statement, 'Towards
2040', aligns with the North District Plan and Greater Sydney Region Plan,
and acts as the bridge between strategic land use planning at the district
level and local statutory planning.

- The Local Strategic Planning Statement Towards 2040 (LSPS) will guide land use planning for the Northern Beaches over the next 20 years. The LSPS supports the '30 minute city' planning concept.\* It will inform development of Council's new Local Environment Plan (LEP) and Development Control Plan (DCP), broader Council policies and strategies, and the assessment of planning proposals for changes to Council's planning controls. Key directions and priorities that align with this strategy:
  - Priority 9 Infrastructure delivered with employment and housing growth
  - Priority 11 Community facilities and services that meet changing community needs
  - Priority 12 An inclusive, healthy, safe and socially connected community
  - Priority 14 A community enriched through the arts and connected through creativity
  - Priority 17 Centres and neighborhoods designed to reflect local character and lifestyle

#### \*30-minute city

A '30-minute city' is a planning concept that supports planning for a city in which people can easily access the places they need to visit each day within 30 minutes by public transport, walking or cycling from where they live.

Ethos Urban, Frenchs Forest Social Infrastructure Study, Northern Beaches Council, 2019:

66

Northern Beaches Council plays a key role in providing social infrastructure to support and sustain liveability, community health, wellbeing and participation. Community facilities....provide places and spaces for people to meet, connect, create and learn. They also provide an important touchpoint for Council to connect with the community through the delivery of services and amenities. \*\*

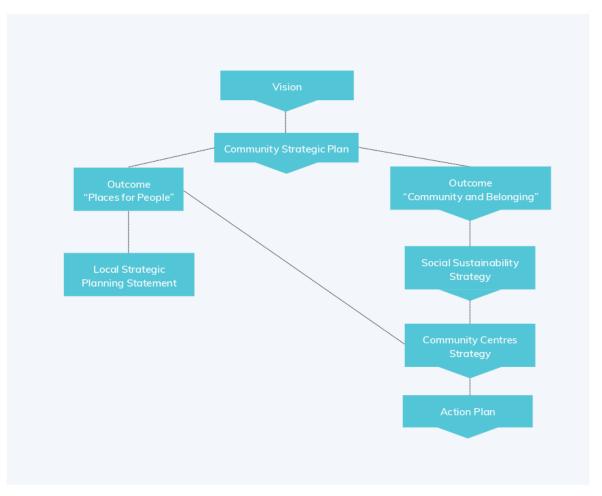
# 2.4 Northern Beaches Council - Plan Structure

The community centre vision is aligned with the CSP strategic community outcomes:

Places for People – We aspire to create welcoming, accessible and affordable private and public places that foster good health and social interaction

#### Community and Belonging -

We aspire to care for everyone in the community, making sure that people feel safe, supported, included and have diverse opportunities for a rich cultural and social life.



Cities worldwide, including large local government areas (LGA) such as the Northern Beaches, are in a process of transformation as they adapt to increasing globalisation and changing economic conditions.

The Northern Beaches community is changing with new development earmarked for the peninsula (Dee Why, Brookvale and Frenchs Forest) driven by growth and demographic change. As a community, we are still coming to terms with what these global trends mean for the local community, and how to plan most effectively for emerging community needs in a diverse and changing environment. The level of growth and change will have a direct impact on the community's needs and expectations for services and facilities now and into the future.

Council owns a large number of buildings (including the 38 community centres) across the Northern Beaches, which it has acquired and built at various times over the past century.

The former Councils built the majority of the centres prior to amalgamation (Warringah, Manly and Pittwater) in response to the needs of and in conjunction with community groups. There are significant variances in the condition of centres. Some of these buildings are no longer able to respond to contemporary needs, activities, and population changes due to the increasing level of maintenance required.





# 3.1. The Value of Community Centres

Community Centres on the Northern Beaches contribute to the wellbeing of the community.

Community centres provide space for activities that support social connectedness, reduce loneliness and increase physical activity. These activities result in improved general health, mental health, personal and social well-being for all in the community. The variety of opportunities include group activities, social support, public meetings, health and wellbeing classes, private family functions, education, sport, art and many other activities. The community centres are increasingly of value to all in the community as the demographic profiles change; we become an increasingly older population and as more housing becomes medium to high density.

On the Northern Beaches people from all socioeconomic levels value community space in their local and wider community. An example of this is senior's participating in social, health and learning activities, as possibly the largest demographic age group who attend community centre activities.

The outcomes of seniors' involvement in community centre activities include improved mental and physical wellbeing, reducing social isolation, and providing opportunities for friendship and support following retirement.

Cultural groups have a need for community space to hold celebrations specific to their family and cultural needs. A common request from some of the Northern Beaches cultural groups is for large and affordable venues in central locations to hold their unique events. These events are crucial to maintaining the social and cultural fabric of their community.

As people are increasingly living in medium to high-density accommodation, there is an increased need for space to hold family celebrations, especially children's parties as an affordable indoor/outdoor option.





# Community centres reflect history, heritage and cultural stories of the Northern Beaches

On the Northern Beaches, each individual community centre has its own unique origin and history, reflecting the cultural heritage arising from community needs and societal changes of the area.

These stories and history are highly valued by the community, particularly long-term users of the Centres. The community centres are not just buildings, they are places that they feel connected to.

# Highly valued stories that relate to the centres include:

- The Harbord Literary Institute is a heritage building, opening in 1918. Its origins are as a 'Literary Institute', and as a place for returned soldiers and locals to meet and socialise. Today it continues to operate as a well-loved community centre with a community library and a community kindergarten.
- Oxford Falls Peace Park was up until 1984 a 'one teacher school house' later becoming a consecrated 'Peace Park' in commemoration
- of the Hiroshima/Nagasaki atom bombs. It is very popular for weddings and other special celebrations.
- The Tramshed Arts & Community Centre was so named after the tram line. Narrabeen was the 'terminus' from 1913 to 1939 where the trams finished and turned around.



- Manly Seniors Centre houses the Manly Seniors
   Club, who celebrated their 60th anniversary in 2018. Today it is a multi-use community centre, with the Senior's still a large and active Club.
- The Avalon Annexe was a dilapidated guide hall which was no longer in use. It was converted into a community hall.
- Seaforth Village Community Centre is part of the original Seaforth TAFE building and was renovated for community use as part of a bigger project for aged care, opening in 2017.
- In the 1980's the Ted Blackwood Centre was purchased for \$1 from the Narrabeen RSL. It was cut into three pieces to be transported by road to its current location.
- Collaroy Swim Club Community Centre was the original room used by the Collaroy Men's and Women's Swimming Clubs, established in 1945. The Collaroy Swimming Club is still an active club and part of this multi-use space.
- Elanora Heights Community Centre celebrated its 50th anniversary in 2016. Both the Elanora Preschool and the Elanora Players (community)

- theatre group) have operated from this centre for over 50 years.
- Manly Youth & Community Centre opened in 1966 as part of the Manly RSL Club. In 1976 it was taken over by Manly Council. From the late 70's onward the centre was a powerhouse of the under 18's live music scene in Sydney.
- The Bilarong Community Hall situated beside Narrabeen Lagoon has been the home of the 1st Elanora Scout group for over 20 years. The community are able to hire the hall for a variety of purposes outside the Scouts use.





# 4. How was the Community Centres Strategy Developed?

The Strategy investigates the current state and plans for the future of community centres. The Community Centres Strategy brings together critical information from the following primary sources of data developed for this project:

- Benchmarking analysis, in terms of floor space (Gross Floor Area) available for multi-purpose community centres and current and future gaps
- Consultation Summary Report, incorporating results of the survey of regular hirers, public survey and telephone survey, internal Council interviews and community focus groups.

The consultation engaged both internal (Council) and external stakeholders, and their feedback formed the vision, principles and desired outcomes for community centres. The engagement helped identify current capacity, demand, and subsequent gaps in

community centre provision, by examining stakeholder perceptions of future needs and priorities. The engagement took place between August and October 2018, and involved 649 stakeholders.

The Community Centres Strategy was developed to align with:

- · Region and North District Plan
- Towards 2040 Relevant Directions, Priorities, Principles and Actions
- Northern Beaches Council Community Strategic Plan

The draft Strategy was publicly exhibited from 26 October 2019 to 8 December 2019 to ensure that the Strategy aligns with community needs and expectations.

#### Community Survey:

- Telephone survey capturing wider community input (407)
- Regular hirers survey (110)
- Wider community survey, through YourSay Northern Beaches Council (85)

# External consultation included workshops and interviews with key demographic groups:

- · Family and children
- Seniors and people with disability
- Multicultural
- Indigenous
- Youth Advisory Group
- Community and Belonging Strategic Reference Group

Verification workshops were held with the Community and Belonging Strategic Reference Group and internal business units from Council.

Five community information stalls were held at key areas, to engage with as many in the wider community as possible.







# 5.1. Who are we?

The estimated resident population of the Northern Beaches Council area is projected to grow from around 261,794 people in 2016, to about 300,353, an increase of 38,559 (14.73%) by 2036 (.id population/demographics 2020).

Community infrastructure needs to adapt as the community grows and demographic profiles and social trends change. Population growth will have implications on the type, location and delivery of future community centres across the region. In addition to filling any existing gaps in community centre provision, future models of delivery such as co-location, expansion and/or consolidation of existing community centres will need to respond to the changing demographic needs. The growth in population will put pressure on existing centres to provide sufficient spaces for the existing population, and points to the need to expand the community centre network in the future, to respond to existing and changing demographic characteristics.

Currently the distribution of population density on the Northern Beaches is focused along the coast, predominantly Dee Why to Manly.

The Frenchs Forest Planned Precinct will result in a planned increase in population, in proximity to that strategic centre.

One third of the population lives in attached dwellings or apartments, and this trend is expected to increase. Smaller living spaces means it is likely to lead to an increase in the need for third spaces where people can spend time and connect with others, and to accommodate larger social and family gatherings.

Snapshot of our community and

place, with the B Line and proposed East West

key social trends

bus route.

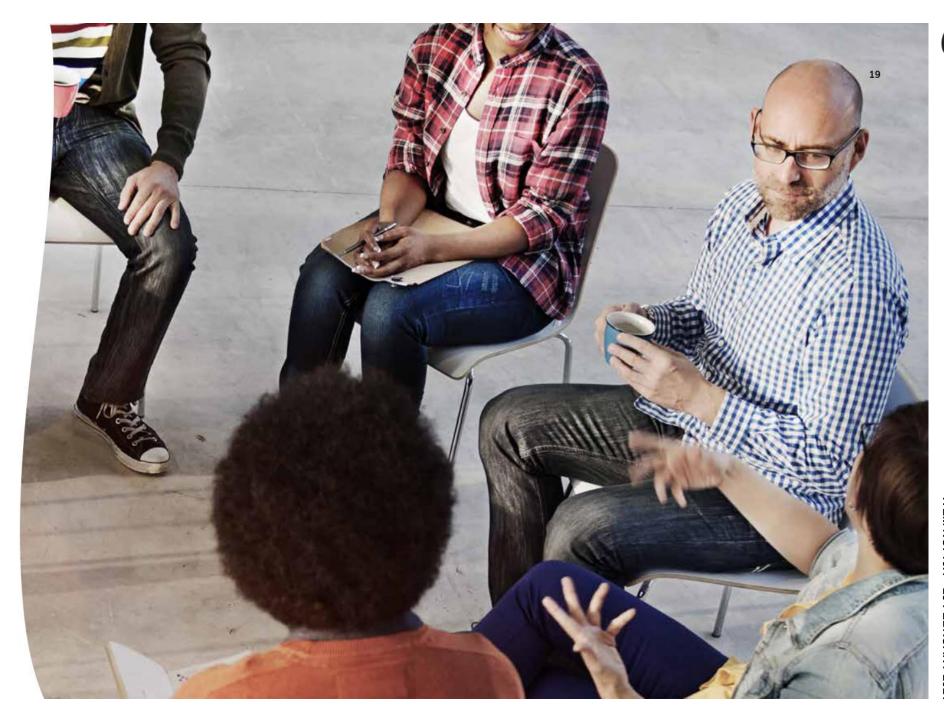
A growing population

There will be increased demand for multipurpose community facilities that are accessible and connected in

with an increasing number of people using public transport, supporting the 30 minute city concept outline

Implications for community centres

in Towards 2040.



# 5.2.1. Council Managed Centres

There are 38 Council owned and managed multi-use community centres on the Northern Beaches (refer to Appendix B for a list of facilities):

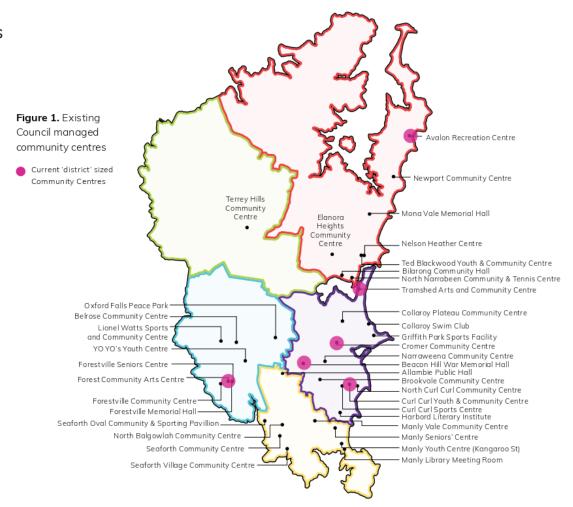
- six larger community centres with gross floor area larger than 700sqm
- 32 smaller local centres that service the local immediate community and usually have one or two smaller rooms.

The spaces are multi-use, multi-purpose and accessible to the public, and provide spaces for social, creative, educational and recreational activities and health and/or support services for the community.

The centre's vary in age, condition and size, with the majority built in the 1960's and 1970's. They are located along the coast from Manly to Avalon, and reaching westwards from Allambie to Forestville and Terrey Hills. The majority have just one hall, with a few having a number of spaces in the one complex, such as Cromer Community Centre, Tramshed Arts & Community Centre and Avalon Recreation Centre.

Some spaces are more suitable for indoor sport, dance and exercise activities or for art classes.

Others have an attached, enclosed play area and are in demand for playgroups and children's parties.





# 5.2.2. Non-Council Managed Buildings

Northern Beaches Council owns several community facilities managed and directly hired out by other providers; including surf clubs, scout and guide halls, swim clubs, golf, tennis and bowling clubs (refer to Appendix C on page 58 for a list of those facilities).

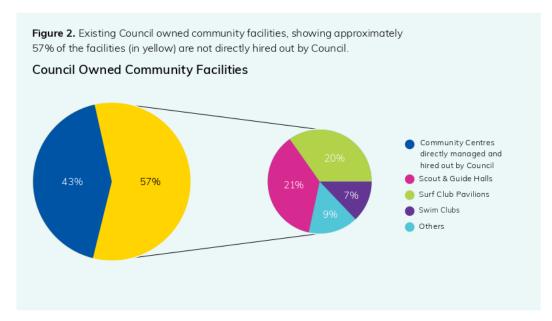
Anecdotal evidence suggests that there are often difficulties for the broader community to access these facilities due to lease arrangements and high use by the key user groups. However, this does provide great opportunity for increased community centre space

and further investigation is required to review this portfolio of facilities, including developing leasing and management frameworks to maximise floor space available for the community.

There are many other community spaces on the Northern Beaches that are not Council owned. These include school halls, churches and other private venues. It is important to note that these facilities have a role to play in servicing the community. Again, there are some challenges

to accessing these non-Council facilities, including cost and willingness of providers to allow access during peak times. New school halls built under the Federal Government's Nation Building Economic Stimulus have a policy requirement to make school facilities available for use by the community outside school hours. A report by NSW Audit Office (2017) found that sharing facilities is not consistent. Department of Education is currently implementing strategies to improve access to these facilities.

There is an opportunity to identify and initiate shared use arrangements/partnerships for non-council managed spaces and private community spaces when developing detailed place based plans and place making activation plans for strategic centres and other identified 'community hubs'.





# 6. Needs Analysis

A needs analysis identifies the gaps and challenges of the existing community centres in the Northern Beaches Local Government Area (LGA)

# 6.1. What you told us

- Community centres need to be well located, near or on public transport and near a central hub such as shopping centres and library
- the centres need to be welcoming and modern
- they need to be accessible and available to all, and cater to all needs in the community
- the community want the centres to be affordable, clean and well maintained, quality facilities
- flexible spaces that can be used for a variety of purposes to suit different needs
- well designed facilities that have equitable use

# 6.2. Benchmark Assessment of Community Centre Space

This Strategy utilises floor space as the method for determining benchmark assessment. There are no consistent accepted benchmarks for community centres in Australia. Due to this inconsistency, we have applied two benchmarking methodologies to the current and future provision of community space. It should also be noted that in each of these a 'weighting' of available Gross Floor Area (GFA) has been calculated at our current centres, as groups such as pre-schools exclusively use some centres for a certain amount of time.

Recent studies have established guidelines for community centre provision, based on research comparisons from other LGAs. Recent work undertaken for the Frenchs Forest Precinct found that approximately 80sqm per 1,000 people is considered a suitable benchmark. This benchmark has also been used by eight similar LGAs - Playford, Penrith, Blacktown, Hills Shire, Liverpool, Maitland, Ku-ring-gai, Camden - and included council facilities only.

# Using this benchmark:

- The total GFA of community centre space (Council managed) available for multi-use in the Northern Beaches LGA is 15,604 sqm which equates to 59.6 square metres per 1,000 people (based on a 2016 population of 261,794).
- Based on existing and anticipated population growth, there are community centre shortfall/gaps for each local planning area (refer to Appendix D for full detail):
- · existing shortfall/gap in community centre space that is Council managed is 5,340sqm.
- by 2036, the shortfall/gap in community centre space that is Council managed will be 8,424sqm.

eaches

Another method of benchmarking that is often used is the identification of the number of facilities that are required by population size:

Category	Target provision	Guide for floorspace	Target Northern Beaches provision 2036	Current Northern Beaches provision
Integrated multi-purpose facility	Minimum 1 per approx. 20,000-30,000 residents	Minimum floorspace 2,000 sq metres, increasing with the size of catchment population	10	1
Local community facilities	3 to 4 per approx. 20,000 to 30,000 residents	250 – 500 sq metres per facility	30 - 40	36

Based on the benchmark tool used above, the main gap is in the provision of integrated multipurpose facilities with floor space of 2,000 or more square metres. Whilst this gap is large when using this tool, it must be recognised that the Northern Beaches has six facilities that are between 700 and 1200 sq meters in floor space that may address some of the gap in provision. These have been categorised as District facilities in the Network approach, section 7.2.

The two different benchmark methodologies have identified similar gaps in floor space provision across the Northern Beaches. Both identify a lack of large integrated multipurpose community facilities.

When developing strategies and action plans to address this gap, it is important to recognise that benchmarks are not a one size fits all tool. They are a guiding tool and should be only one aspect of the decision making process.

# Other relevant considerations in determining community needs are:

- the Northern Beaches geographically large area, with uneven population distribution across catchments
- population density and geographical barriers such as major roads and large bushland areas
- the quality and utilisation of community centres, with the condition and fit for purpose of each facility a major determinant of demand and ability to meet future needs



(Community centres need to be) located near a central hub and easily accessible >> In general when I go to community centres, facilities need updating, (and to be) more modern. ... most people don't know how to book (a community centre) or don't realise they can book until they hear word of mouth or actually attend an event. >> (We need) something that is there for anyone to use rather than a specific purpose. (It) needs to be welcoming to everyone, be accessible, have the right equipment and be able to cater to everyone's needs. 39



# 6.3. Local Planning Catchment Areas

There are five strategic centres identified in the Local Strategic Planning Statement, Towards 2040. Those are Brookvale, Dee Why, Manly, Mona Vale, and Frenchs Forest, which is also a health and education precinct.

For the purposes of data analysis, five broader Planning Catchment Areas have also been identified considering geographic boundaries and ABS population data.

These **five Local Planning Catchment Areas** (Broader Catchment) are:

- Brookvale-Dee Why
- Frenchs Forest
- Manly
- Mona Vale
- Terrey Hills

The Northern Beaches LGA also includes nine local centres: Avalon, Newport, Warriewood, Narrabeen, Belrose, Forestville, Manly Vale, Balgowlah and Freshwater, and 52 smaller neighbourhood centres, such as Seaforth, Narraweena, Collaroy, Allambie Heights and Palm Beach. This hierarchy of local planning areas is reflected in the strategic direction for community centres.

Each of these catchment areas have been assessed against current and future socio-demographic trends, benchmarking, current service provision and future demand.

These catchment areas have been used to aid analysis of community centre supply and demand across particular geographic areas and population sizes.

#### Strategic centres

- Mona Vale
- Dee Why
- Frenchs Forest
- Brookvale
- Manly

#### **Local Centres**

- Avalon
- Newport
- Warriewood
- Narrabeen
- ForestvilleManly Vale
- Balgowlah
- Freshwater
- Belrose

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northern beaches council



Health and Education Precinct

Strategic Centre

Local Centre

Northern Beaches Council Area Boundary

Mona Vale Planning Catchment Area

Terrey Hills Planning Catchment Area

Frenchs Forest Planning Catchment Area

■ Brookvale-Dee Why Catchment Planning Area

Manly Planning Catchment Area

Terrey Hills has an ageing population with low growth projections. It is isolated geographically from the rest of the LGA with limited transport options.

Frenchs Forest is centrally located and will transition into a health and education precinct as the Frenchs Forest Hospital Structure Plan is implemented over the next 20 years.



Mona Vale serves people living in the northern end of the peninsula, with lower population density. It is well connected via the B-Line, which provides access to the south, towards the City, but access to and from other areas in the north and west is limited. Mona Vale area has a high number of people with alternative working arrangements, a higher proportion of older people, and particularly high car use.

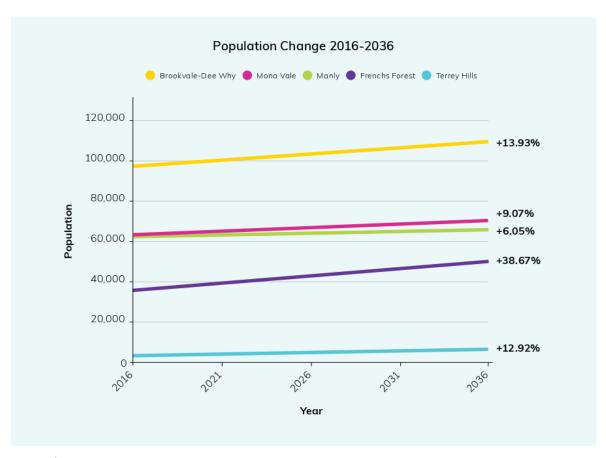
Brookvale-Dee Why is the largest local planning area by population size. It is the largest employment area in the Northern Beaches, with good access to other strategic centres in the LGA and to the city. Brookvale and Dee Why are both major stops and parking for the B Line. Dee Why will be the end point for the east/west rapid bus link.

Manly is the most compact centre within the Northern Beaches, with good connections to Sydney CBD via ferry. It is a mixed centre comprising cultural, tourism, retail, entertainment, residential and employment uses. It has higher density housing and is the least car dependent. It has a younger population base.



The planning areas of Brookvale-Dee Why (9.07%) and Frenchs Forest (13.93%) are expected to be the focal point for the majority of population growth over the next 20 years (.idcommunity/demographics 2020).

The existing community centres provided by Council in these areas are presented in the next section.



See Appendix A, Page 59



### 6.4 Opportunities

Northern Beaches Council is at the forefront of community centre planning and provision. In terms of the delivery of community centres and spaces, Council has a number of opportunities:

- as a planning authority Council can encourage the provision of community centres through policy development, needs assessment and strategic planning (such as this Strategy). Council can further set direction as a regulator through its Planning Scheme and seek financial and in-kind contributions from other levels of government, private sector and other stakeholders towards community centre development
- as place plans are developed Council could consider how the required community centre floor space could be incorporated in town centres
- as a land and building owner, Council has the potential to develop or use their holdings for community centres as well as designate land for community purposes
- to be a leader in environmental sustainability, ensuring new and retrofitted community centres are inspiring with innovative lowcarbon developments that achieve highefficiency in energy, water and waste
- as an advocate to other levels of government for the delivery of facilities required by the community

- as a facilitator/active partner to coordinate integrated delivery of community centres and spaces within the Northern Beaches LGA. This includes facilitating access to other non-council managed facilities to collaborate with other stakeholders such as private sector and state government to plan and/or deliver community centres in partnerships
- to support **active travel** (walking and cycling) to, from and between community centres via the Bike Plan and Walking Plan.





#### 6.5 Key Challenges

- small and fragmented facilities The existing network comprises a large number of small and fragmented facilities. 32 out of the 38 are considered local centres with just one or two rooms/hall. These are used as 'halls for hire' with some dominated by one or two user groups. Some of these facilities are well utilised, although they reach capacity quickly and have limited availability for new or additional users. When considered collectively, building, operating and maintaining these smaller community facilities requires significant financial and human resources. As the community grows and becomes more diverse, it is no longer feasible to invest in single purpose community facilities that are unable to cater to a variety of community needs
- lack of enough community floor space There are larger gaps in the availability of community centre space in the Brookvale-Dee Why and Manly Catchment Areas
- lack of regional and district/sub-regional level community centres - The Northern Beaches Council community centre network lacks 'higher order' community centres to service a Northern Beaches-wide or major district catchment. There is no regional centre and only six out of the 38 are district centre size (refer

- Appendix B for a list of local and district centres). This places additional pressure on lower order community centres to fulfill some of this function (e.g. large space for big events/gatherings). Consultation also identified this gap
- Ilimited co-location and integration There is a lack of multipurpose community centres that operate as true 'community hubs', a place where a variety of activities can occur and where a wide range of community needs can be met in both formal and informal ways. Council has traditionally favoured a 'hall for hire' approach to providing community spaces, where colocation and/or integration is difficult to achieve. This presents missed opportunities for social interaction and relationship building, service integration, collaboration, and land use and building efficiencies
- poor location Some of Council's community centres are poorly located (e.g. residential areas, isolated areas with limited public transport access), which has negatively affected the overall viability of the centre in terms of utilisation and activation

- lack of community awareness about community centres and services available Many of the community centres and programs on the Northern Beaches are unknown by the broader community. There is a lack of community awareness about community centres/programs on offer
- ageing assets Council has an ageing stock of community centres that requires modernisation to meet contemporary needs and expectations.
   Common issues identified through the community consultation included: lack of modern technology, lack of disability access, poor signage and uninviting, dated facilities.

Quotes taken from the project's consultation process

Some of the centres are ageing - toilets, kitchen facilities need upgrading. »

Often the heating or air con wasn't working, or the ceiling vent made a racket, which was an issue with a meditation group. "

Manly library or surfclubs could become a hub of activity rather than mostly vacant underutilised spaces in really prime locations. »

The meeting room is not a very enlightening space. »

They need to be affordable... to provide a variety of spaces not just large halls but smaller areas ...with a nice outlook and outdoor area. » ... access to information of what is available at each place.
E.g. an e-community hub or something - it is hard to know what is on offer unless you walk past and see a sign up for yoga or something. »

### 7. Our Strategic Framework

This section presents our strategic framework for the planning, provision and management of community centres. It outlines the guiding principles for improvements to the centres and a best practise model of service delivery for a successful integrated network of community centres in convenient locations on the





#### 7.1. Guiding Principles

Northern Beaches Council provides community centres that are:

- 1. Multi-purpose, flexible in form, function and management, the centres are available for a range of social, recreation, community and cultural services, activities and programs
- 2. Designed and planned through active engagement and transparent collaboration with the community. Changing demographics and social trends in relation to current needs and future demands for new facilities and upgrades will be considered
- 3. Centrally located within strategic centres in visually prominent and accessible locations that are close to public transport, enhancing community identity and improving community cohesion and connection. Accessible locations to encourage the use of active and public transport
- 4. Co-located and integrated with other community uses and facilities. Ensure alignment with the principles of the District Plan, Community Strategic Plan, and the Local Strategic Planning Statement, Towards 2040

- 5. Designed to be welcoming and safe environments that reflect local character and are sustainable. New and upgraded community centres are low-carbon developments with high-efficiency in energy, water and waste
- 6. Innovative and inspiring places that support community wellbeing with the provision of high quality spaces for the community to connect, create, learn and socialise
- 7. Accessible and inclusive places that have universal access and cater for multiple users and people of all ages, cultures and abilities
- 8. Managed and planned through collaboration and shared use arrangements between Council, government agencies, community groups and other stakeholders
- 9. Supported by good governance and centre management practices that are financially sustainable and at quality and cost standards that are acceptable to the community
- 10. Marketed to improve community awareness and access to information about community centres locations, availability and programs

Location is important and also the people that run it have to be good at what they do.

(What makes a great community centre is) being accessible for all ages and abilities with a wide variety of activities and information on the area.

(We need) something central and accessible to the greater community, meaning it is of low cost, well maintained and available when you need it.



### 7.2. A Network Approach

A network approach considers community centres as part of a holistic network of centres that work together to meet a range of community needs across a LGA. Benefits of a network approach include:

- integrated, strategic approach that allows flexibility to adapt to changing needs over time
- allows facilities to provide a different range of offerings, with the option for each facility to include unique, specialist services or amenities
- duplication of services, programs, spaces and amenities can be avoided, therefore, representing a more economically sustainable approach

Adopting a network approach means that when Council is considering a new centre, or substantial changes to an existing centre, it will consider how the facility can be designed, located and managed to contribute to the full complement of community centres across the Northern Beaches to meet the demand for local, district and regional centres.

A network approach relies on community centres to be classified within a hierarchy, recognising that each centre offers a different scale, servicing varying sized catchments in terms of the area and number of people serviced.

For the hierarchy of community centres in Northern Beaches refer to Table 1. Each facility has been identified in this hierarchy in Appendix B, page 60.

**Table 1.** Hierarchy of Community Centres

Hierarchy	Definition	Population Catchment (Minimum)	Typical GFA	Location Requirements
Regional	Large order infrastructure that services the whole LGA. They are often destination generators due	100,000	2,000sqm	<ul> <li>Located within Strategic Centres</li> </ul>
	to high quality amenity, which act as an attractor.			<ul> <li>Co-located with other facilities &amp; services</li> </ul>
				<ul> <li>Close proximity to public transport and other modes of transport</li> </ul>
				<ul> <li>Accessible via active transport infrastructure (walking and cycling)</li> </ul>
District/ Sub-regional	Services two or more planning areas and are multipurpose in nature offering a range of programs,	20,000	1,000sqm	Located in close proximity to strategic or local centre
	services and activities to the broader community.  These spaces may provide a central and accessible community meeting and activity space, catering			<ul> <li>Co-located with other facilities &amp; services</li> </ul>
	for larger scale events and activities that cannot be accommodated in more localised centres.			<ul> <li>Close proximity to public transport and other modes of transport</li> </ul>
Local/ Neighbourhood	Services the immediate local community and provides meeting and gathering spaces for community groups	1,000	150sqm	Located in close proximity     to local and strategic centres
	on a casual basis e.g. dance class, birthday parties. Spaces are generally smaller in nature and standalone (such as a community hall).			<ul> <li>Close proximity to public transport and other modes of transport</li> </ul>



### 7.3. Delivery Model



### 8. Our Strategic Directions

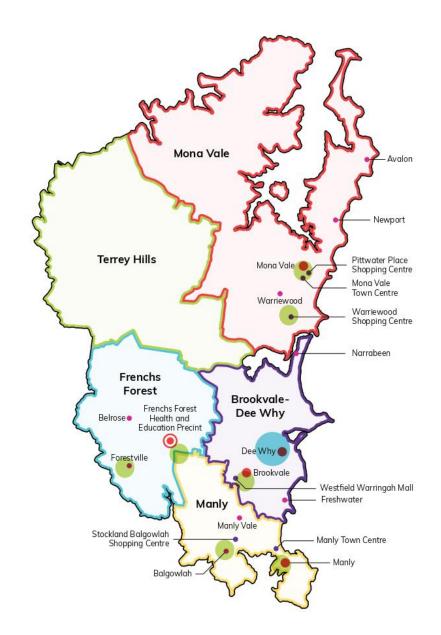
In response to the identified gaps and challenges, informed by guiding principles and best practise models of delivery, the following strategies are proposed for a strong community centre service for the Northern Beaches:

Strategy 1	Improve utilisation rates of existing centres
Strategy 2	Maximise fair and equitable access to existing centres
Strategy 3	Implement 'community hubs', with the co-location and integration of existing and future community centres in areas that are accessible via active and public transport, in support of the 30 minute city concept
Strategy 4	Investigate the potential for a Regional Community Centre within the Local Government Area
Strategy 5	Increase the number of District/Sub-regional community centres through a detailed asset management plan
Strategy 6	Develop a community centre marketing strategy to promote the centres as welcoming and inclusive spaces for the whole community
Strategy 7	Create inviting, accessible and welcoming community centres
Strategy 8	Investigate management models for non-Council managed and/or owned facilities to maximise floor space available to the community
Strategy 9	Develop a funding plan to enable the implementation of this strategy, including divestment, renewal, grant programs and the capital works budget
Strategy 10 Investigate the Aboriginal history of the sites of current and future community centres, and ensure the history is recognised	

Strategies 4 and 5 are shown on the map adjacent.

Figure 5. Proposed new regional (in blue) and new or upgraded district (in green) community centres in the local planning catchment areas. The locations of proposed facilities are indicative only and are subject to further investigation.

- Health and Education Precinct
- Strategic Centre
- Local Centre
- Regional
- District
- Northern Beaches Council Area Boundary
- Mona Vale Planning Catchment Area
- Terrey Hills Planning Catchment Area
- Frenchs Forest Planning Catchment Area
- Brookvale-Dee Why Planning Catchment Area
- Manly Planning Catchment Area





### 8.1. Brookvale-Dee Why Planning Catchment Area

The Brookvale-Dee Why Planning Catchment
Area spans from Queenscliff to North Narrabeen
and includes the suburbs of Freshwater, North
Manly, Brookvale, Dee Why, Cromer, Narraweena,
Beacon Hill, Collaroy, Collaroy Plateau, Curl Curl and
Narrabeen.

Key socio-demographic trends:

- large population concentration with modest growth expected into the future:
  Brookvale-Dee Why is the largest planning area by population size and this will continue into the future. Population growth in this planning area will be low given that much of the residential development has already taken place and growth will be largely due to intensification of density around major precincts. In 2016 the population was 96,666, and it is expected to reach 110,131 by 2036. This is a percentage increase of 13.93%, or 13,645 more people expected over that period. (id/population 2020)
- small proportion of Older Adults:
   With only 15% of the population aged 65 years and over (in 2016).

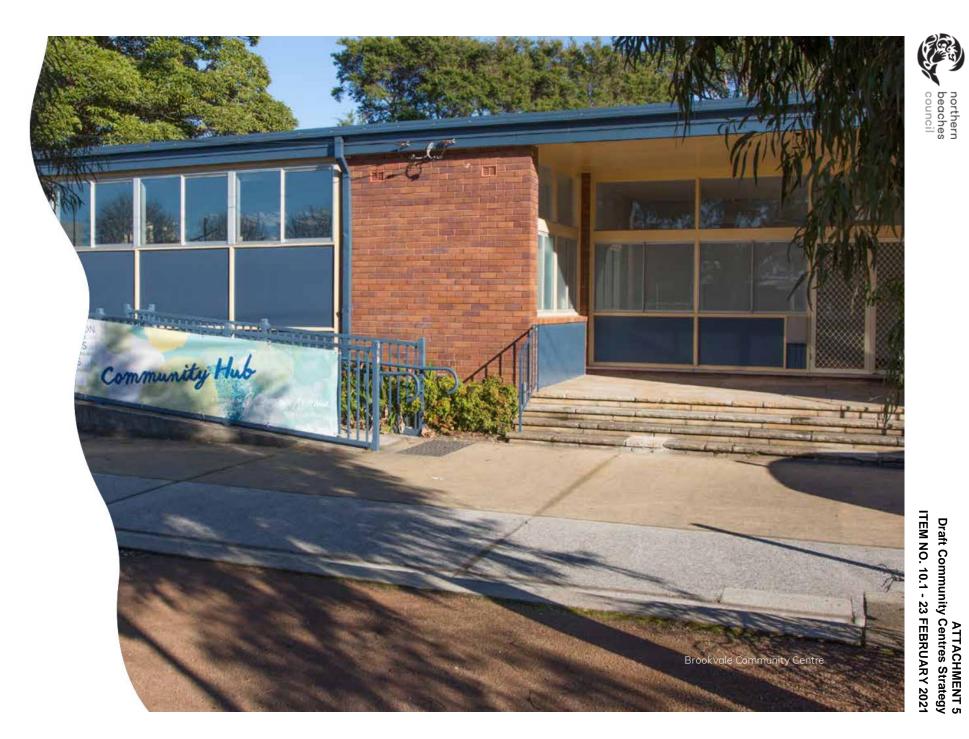
- The suburb of Brookvale is the largest employment area in the LGA and has been identified as a future innovation district by the Local Strategic Planning Statement Towards 2040.
- Brookvale-Dee Why Catchment has a young population, with 16,005 people or 17% of the population aged 5 to 20 years (Source: SGS Economics and Planning, 2019).
- Brookvale-Dee Why is multi-cultural, with 53% of residents have either one or both parents born overseas (Source: ABS Census 2016, TableBuilder).
- the largest number of Group and Lone Person Households on the Northern Beaches: Group and Lone Person Households account for 7% of households on the Northern Beaches and 25% of all households in the Brookvale-Dee Why Catchment (in 2016).
- good accessibility: Brookvale-Dee Why is the only local planning catchment area that connects to all strategic centres (Manly, Mona Vale and Frenchs Forest) within 30 minutes, providing an ideal opportunity for the location of regional services in this area. It also has good connectivity to local centres within the Northern Beaches and to the city.

#### Northern Beaches Community Centres Strategy - February 2021

**Table 2.** Council Managed Facilities in Brookvale-Dee Why Planning Catchment Area

Hierarchy/Size	Capacity (People)	Multi-use area (sqm) weighted against GFA
Regional		
Nil	0	0
District		
Beacon Hill War Memorial Hall	250	914
Cromer Community Centre	600	939
Tramshed Arts & Community Centre	365	671
Total District		2,524
Local		
Brookvale Community Centre	90	186
Collaroy Plateau Youth & Community Centre	200	306
Collaroy Swim Club Community Centre	50	126
Curl Curl Sports Centre	125	266
Curl Curl Youth & Community Centre	250	652
Griffith Park Sports Facility	25	71
Harbord Literary Institute	100	149
Narraweena Community Centre	180	533
North Curl Curl Community Centre	150	342
PCYC*	700	360
Total Local		2,991
Grand Total		5,515

<sup>\*</sup>Council owns the PCYC at Dee Why, which is leased and managed by the PCYC. The Centre includes a community room (360sqm) that can be divided up into 3 rooms, included in this analysis.



### 8.1. Brookvale-Dee Why Planning Catchment Area (continued)

### **Benchmark Analysis**

This Strategy utilises floor space as the method for determining benchmark assessment.



### **Findings**

- The Brookvale-Dee Why Planning Catchment Area
   is well-provisioned with the number of community centres, yet lacking in floor space.
- There is a current and future gap, requiring a regional facility due to the high housing density and population
- · The quality of centres is mixed, with the smaller centres requiring upgrades
- · Many district and local centres are not in the right location or with limited suitable space available. One such centre is Brookvale Community Centre, which is small, disjointed and not co-located.
- · Centres in ideal locations, such as the Tramshed Arts & Community Centre at Narrabeen, are very well utilised with limited space for growth.

- Despite a large floor print, the PCYC does not meet a number of needs for general community centre hire due to its focus on youth, and sporting activities.
- Community groups needs such as seniors, community support groups and cultural groups require space in the centre of Dee Why and Brookvale with accessible transport and flat walking distances from the heavily populated areas.
- As a major industrial area, Brookvale is currently lacking in community centre floor space in the right locations for the populations needs, and increasingly under supplied with the forecast population and proposed developments in Brookvale and Dee Why.

#### Strategic Directions

- Investigate options (feasibility and business case) to provide for more community space in the planning area of Brookvale-Dee Why to meet current and future gaps (approximately 3,295sqm). Investigation to be particularly focused on the potential plan for the provision of a Regional Level community facility, given the shortfall of community space in the local planning area, it has high population density and good connectivity to other local planning areas through public transport infrastructure.
- Explore opportunities to lease space within Dee Why CBD to meet community needs as an interim option. Enhance connections between existing social infrastructure facilities in Dee Why to deliver an integrated community hub/regional facility.

- Investigate options for a district or regional facility in Brookvale, to replace the existing Brookvale Community Centre and to meet the anticipated future needs growth of Brookvale.
- A new town centre activity-point outside Warringah Mall could include civic and cultural functions and a multi-use community facility, incorporating co-working or economic development spaces.
- Explore opportunities for shared arrangements with local school halls.

### 8.2. Frenchs Forest Planning Catchment Area

The Frenchs Forest Planning Catchment Area covers the most western part of the LGA, including Oxford Falls, Forestville, Killarney Heights, Frenchs Forest, Belrose and Davidson

Key socio-demographic trends:

- Frenchs Forest Catchment will see high population growth in the near future: In 2016, Frenchs Forest had a population of 39,677 people, which was an increase of 38.65% from 2011. By 2036, Frenchs Forest will have 55,012 people, increase due to the Frenchs Forest Health Precinct developments.
- an ageing population: With 19% of the population aged 65 years and over (in 2016), which is expected to grow in the future
- a family orientated area, with the highest proportion of couples with children on the Northern Beaches: accounting for 49% of all households in the planning area (in 2016)
- smaller population densities compared to Brookvale-Dee Why and Manly local planning catchment areas: With separate houses accounting for 87% of dwellings in 2016. This is expected to change with the development of the Frenchs Forest Planned Precinct
- good future accessibility; with plans for the East West Rapid Transport link from Dee Why to Chatswood providing good access to Frenchs Forest and Forestville, and the proposed Beaches Link Tunnel

Table 3. Council Managed Facilities in Frenchs Forest Planning Catchment Area

Hierarchy/Type	Capacity (people)	Multiuse Area (sqm) weighted' against GFA*
Regional		
Nil	0	0
District		
Nil	0	0
Local		
Belrose Community Centre	100	117
Forest Community Arts Centre	165	609
Forestville Senior's Centre	235	430
Forestville Memorial Hall	430	780
Forestville Community Hall	200	369
Lionel Watts Sports & Community Centre	100	130
Oxford Falls Peace Park	50	54
YOYO's - Forest Youth Centre	150	217
Grand Total		2,706

<sup>\*</sup>Refer to Appendix B for full GFA vs available GFA (weighted)

**Analysis** 

This Strategy utilises floor space as the method for determining benchmark assessment.



### Findings

 The Frenchs Forest Planning Catchment Area currently is well provisioned with the number of community centres, yet lacking in floor space and adequate condition of the centres

8.2. Frenchs Forest Planning Catchment Area (continued)

- The current provision of centres is clustered in Forestville and Belrose, with limited space available in the largest populated suburb of Frenchs Forest
- There is a current and future gap in provision, requiring at least district size facilities due to the anticipated increase in housing, density and population in Frenchs Forest
- There are opportunities to integrate community centres in Forestville with other amenities, near transport and other community facilities, such as retail outlets and clubs to provide 'community hubs'.

### Strategic Direction

- Identify opportunities to provide district/sub-regional community space at the hospital precinct to meet existing and future gaps in community space for this Planning Catchment Area.
- Look at partnership opportunities with other service providers who will be located in the precinct to provide an integrated hub.
- Develop a masterplan for the local facilities in Forestville, on the site of the Forestville Memorial Hall, to plan for a regional sized integrated community centre.
- Investigate the site of the Forestville Community
  Hall as a co-located community hub, considering the
  future use of the adjacent Guide and Scout Halls on
  this site.



### 8.3. Manly Planning Catchment Area

Key socio-demographic trends:

- Manly will see modest population growth over the coming years: In 2016, the population of Manly was 58,361 people and by 2036 it will grow to around 61,892 people, an increase of 6.05% or about 3,531 people.
- smallest proportion of Older Adults on the Northern Beaches: With only 14% of the population aged 65 years and over (in 2016)
- large number of Group Households: Along with Brookvale-Dee Why, it has the largest concentration of Group Households on the Northern Beaches, accounting for 7% (or 1,458) of all dwellings in Manly (in 2016).

Table 4. Council Managed Facilities in Manly Planning Catchment Area

Hierarchy/Size	Capacity (People) w	Multiuse Area (sqm) eighted' against GFA *
Regional		
Nil	0	0
District		
Nil	0	0
Local		
Allambie Heights Public Hall	50	146
Manly Library Ground Floor Meeting Room	40	63
Manly Seniors Centre	230	142
Manly Vale Community Centre	200	372
Manly Youth and Community Centre	225	458
North Balgowlah Community Centre	120	416
Seaforth Community & Sporting Pavilion	80	234
Seaforth Community Centre	200	456
Seaforth Village Community Centre	90	333
Grand Total		2,620

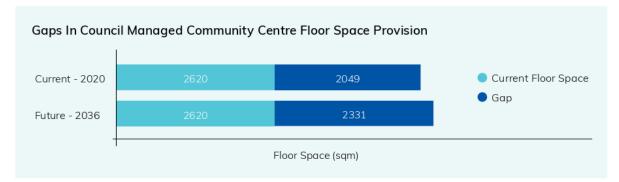
<sup>\*</sup> Refer to Appendix B for full GFA vs available GFA (weighted)



### 8.3. Manly Planning Catchment Area (continued)

### Benchmark Analysis

This Strategy utilises floor space as the method for determining benchmark assessment.



#### **Findings**

- The Manly Planning Catchment Area is lacking in the number of community centres and lacking in floor space, especially in the Manly CBD
- A number of the centres are small and inadequate to meet community demand for multipurpose community space
- There is a current and future gap, requiring a regional and a district size facility due to the high housing density and population
- There are opportunities to further integrate with existing community facilities and other Council facilities in Manly

- There is a lack of community centre space in the highly dense shopping precinct of Balgowlah. This location has good access to transport, and close to other services and amenities. Currently there is no Council managed community space in Balgowlah available to hire
- Manly Town Hall Meeting Rooms are now available for some hire after hours as a short term solution to the need for community space to hire in central Manly. A long term plan for this site will be a future project and have extensive community consultation. Currently this site is a Council administrative and Customer Service Centre

### Strategic Direction

- Investigate options (feasibility and business case)
  to provide for more community space in the planning
  area of Manly to meet current and future gaps
  through place planning. This includes the short term
  use of Manly Town Hall until other options become
  available, and the future of the facility is determined.
- Investigate ways to facilitate shared use of non-Council and private community space to assist in meeting floor space gaps.

- Undertake a master plan for the Seaforth Community Centre to create a multipurpose facility.
- Investigate Council owned properties in the Balgowlah town centre as options for community space.



### 8.4. Mona Vale Planning Catchment Area

The Mona Vale Planning Catchment Area consists of the suburbs of Warriewood, Elanora Heights, Mona Vale, Cottage Point, Bayview, Newport, Bilgola Plateau, Avalon, Palm Beach and Scotland Island.

Key socio-demographic trends:

- Mona Vale will see moderate population growth in the near future: In 2016, Mona Vale had an estimated population of 63,320, an increase of 2,849 people from 2011, or 4.71% over the five year period. The population of Mona Vale is projected to increase to 69,061 people by 2036, representing a 9.07% growth over the total period or an additional 5741 people
- the highest proportion of older adults (aged 65 and over) live in Mona Vale:
   Mona Vale has the highest proportion of older adults of all planning areas, with this age group contributing to 20% of its population in 2016
- a family-oriented community: With a large proportion of couples with children accounting for 40% (or 8,052) of households (in 2016).

Table 5. Council Managed Facilities in Mona Vale Planning Catchment Area

Hierarchy/Size	Capacity (People)	Multi-use area (sqm) weighted' against GFA*
Regional		
Nil	0	0
District		
Avalon Recreation Centre & Annexe	800	1,447
Nelson Heather Centre	190	926
Newport Community Centre	240	449
Total District		2,822
Local		
Bilarong Community Hall	75	125
Elanora Heights Community Centre	110	127
Mona Vale Memorial Hall	275	534
North Narrabeen Community & Tennis Centre	185	299
Ted Blackwood Youth & Community Centre	280	495
Total Local		1,580
Grand Total		4,402

<sup>\*</sup> Refer to Appendix B for full GFA vs available GFA (weighted)

### 8.4. Mona Vale Planning Catchment Area (continued)

### Benchmark Analysis

This Strategy utilises floor space as the method for determining benchmark assessment.



#### **Findings**

- The Mona Vale Planning Catchment Area is well provisioned with the number of community centres, yet lacking in some floor space
- There is a current and future gap, requiring another district size facility due to the geographical distance that would make it difficult for residents to access facilities in other planning catchment areas
- The centres are generally in good condition, with the exception of Warriewood, with relatively new facilities in Newport and Avalon meeting community demand for high quality multipurpose space.
- Avalon Recreation Centre is an example of an integrated community facility. It includes a community centre, community library, youth services, Council's customer service counter and is well located for public transport, parking and adjacent to the shopping precinct and open space.
- There are opportunities to further integrate the existing community centres with other cultural facilities in Mona Vale and Warriewood

### Strategic Direction

- The current Nelson Heather site is nominated for a future Warriewood Valley Community Centre, with planning commenced for a 2000sqm facility.
- The new Warriewood Valley Community Centre will address the demand for community floor space generated by the Warriewood Valley Release Area and partly fill the future gap of community centre floor space, as identified in the benchmark analysis.

  Design commenced in 2020.
- The new Warriewood Valley Community Centre will be environmentally sustainable and able to be used in emergency situations.
- Undertake a master plan of the Mona Vale precinct to explore opportunities to develop a district/subregional community centre, in conjunction with the cultural facilities (Library and proposed creative space) and open space on the site.







### 8.5. Terrey Hills Planning Catchment Area

The Terrey Hills Planning Catchment Area encompasses a large amount of National Park, is the most rural planning area and covers the suburbs of Ingleside and Terrey Hills.

- Terrey Hills is expected to see very low population growth over the next 20 years:
  In 2016 Terrey Hills had a population of 3,770 people. Low population growth is expected to continue for Terrey Hills by 2036, and rising to 4,257, and increase of 487 people, or by 12.92%. (idcommunity/demographics 2020)
- a family-oriented area: With around half of the households made of couples with children (in 2016)
- a large proportion of older adults, which is expected to grow: With 19% of the population aged 65 years or over in 2016.

Table 6. Council Managed Facilities in Terrey Hills

Hierarchy/Size	Capacity (People)	Multi-use area (sqm) weighted' against GFA
Regional		
Nil	0	0
District		
Nil	0	0
Local		
Terrey Hills Community Centre	150	361
Grand Total		361

### Benchmark Analysis

This Strategy utilises floor space as the method for determining benchmark assessment.



### **Findings**

Terrey Hills is the only local planning area with a current and future over supply of around 150sqm of Council managed community centres.

### Strategic Direction

• Maintain and upgrade centre as part of the Community Centres Network.





# The Community Centres Strategy will be implemented through:

- Asset Management Plans
- a funding plan to implement the strategy, including the possible divestment of some centres considering location, utilisation and condition
- long term Capital Works Program and financial management plans
- Local Strategic Planning Statement,
   Local Environment Plan and Development
   Control Plans
- Place Planning of Strategic Centres
- Voluntary Planning Agreements
- leasing/licensing arrangements of other Council owned facilities.
- Capital Grants Programs NSW Government,
   Sport and Recreation Facility Grants Programs
- innovative management models and partnerships for non-Council managed and/or owned facilities to maximise community centre floor space available to the community.

# The Community Centres Strategy will be measured through:

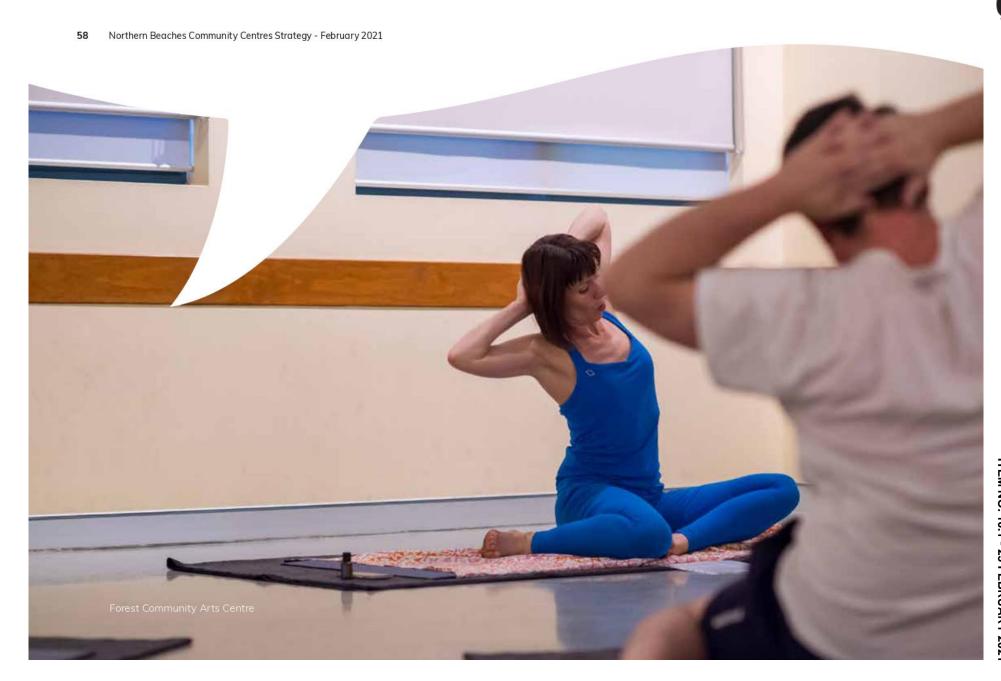
- + Increase in floor space in accordance with the Strategy
- + Increase in the number of community centres that are fully accessible
- + Increase resident satisfaction with:
- · facilities and services for youth
- facilities and services for older people
- · arts and cultural facilities
- + Increase in community pride and connectedness

The strategic framework and responses (7 & 8), along with key actions, will inform Council's decision making over the next 10-20 years.

Informed by best practice and evidence-based research, these strategic directions influence our current and future state. The integrated framework will deliver a more sustainable, modern and flexible community centre service that welcomes and supports community activities now and into the future, contributing to community connections, cohesion and wellbeing.

The Strategy will be reviewed every five years, in line with changes in demographics and community needs. Actions in line with the strategic directions will be included in Council's Delivery Program and annual operational plans and reported through the Annual Report and end of term Reporting.







## 10.1. Appendix A

Table 7. Population Change, 2016 – 2036,

Population	2016	2021	2026	2031	2036	Change no. 2016-2036	Change % 2016-2036
Manly	63,320	63,806	65,397	67,043	69,061	5,741	9.07
Terry Hills	3,770	3,869	4,037	4,154	4,257	487	12.92
Frenchs Forest	39,677	39,809	45,223	51,530	55,012	15,335	38.65
Brookvale-Dee Why	96,666	100,191	103,360	106,681	110,131	13,465	13.93
Manly	58,361	59,209	59,842	60,781	61,892	3,531	6.05
TOTAL NB	261,794	266,884	277,860	290,189	300,353	38,559	14.73

Source: id population/demographics 2020

Revised figures tabled above factor in:

2. Inclusion of Frenchs Forest Planned Precinct

<sup>1.</sup> Inclusion of Ingleside Planned Precinct (revised figures 2020)

 $_4$  Demographic data is based on the ABS ERP for 2011-2016 data, and TPA ERP (POPD + PNPD) for 2021-2036.

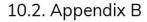


Table below shows the Gross Floor Area (GFA) of Council managed community centres. In order to represent a realistic GFA provision of Council managed community centres a weighted factor has been applied if the facility is considered to not be available to the entire community due to exclusivity or time constraints

Table 8. List of Existing Council Managed Centres

ID	Community Centre	Planning Area	Hierarchy	Main area capacity	GFA (sqm)	% available for multi-use	GFA available for multiuse
CC3	Beacon Hill War Memorial Hall	Brookvale-Dee Why	District	250	914	100%	914
CC5	Brookvale Community Centre	Brookvale-Dee Why	Local	40	248	75%	186
CC6	Collaroy Plateau Youth & Community Centre	Brookvale-Dee Why	Local	200	510	60%	306
CC7	Collaroy Swim Club Community Centre	Brookvale-Dee Why	Local	50	126	100%	126
CC8	Cromer Community Centre	Brookvale-Dee Why	District	600	1,252	75%	939
CC9	Curl Curl Sports Centre	Brookvale-Dee Why	Local	125	295	90%	266
CC10	Curl Curl Youth & Community Centre	Brookvale-Dee Why	District	250	815	80%	652
CC15	Griffith Park Sports Facility	Brookvale-Dee Why	Local	25	101	70%	71
CC16	Harbord Literary Institute	Brookvale-Dee Why	Local	100	298	50%	149
CC23	Narraweena Community Centre	Brookvale-Dee Why	Local	180	533	100%	533
CC27	North Curl Curl Community Centre	Brookvale-Dee Why	Local	150	342	100%	342
CC35	Tramshed Arts & Community Centre	Brookvale-Dee Why	District	365	706	95%	671
CC4	Belrose Community Centre	Frenchs Forest	Local	100	234	50%	117
CC12a	Forest Community Arts Centre	Frenchs Forest	Local	165	609	100%	609
CC12b	Forestville Senior's Centre	Frenchs Forest	Local	235	453	95%	430
CC13	Forestville Memorial Hall	Frenchs Forest	District	430	821	95%	780

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ID	Community Centre	Planning Area	Hierarchy	Main area capacity	GFA (sqm)	% available for multi-use	GFA available for multiuse
CC14	Forestville Community Hall	Frenchs Forest	Local	200	461	80%	369
CC17	Lionel Watts Sports & Community Centre	Frenchs Forest	Local	100	163	80%	130
CC29	Oxford Falls Peace Park	Frenchs Forest	Local	50	54	100%	54
CC36	YOYO's - Forest Youth Centre	Frenchs Forest	Local	150	217	100%	217
CC1	Allambie Heights Public Hall	Manly	Local	50	146	100%	146
CC18	Manly Library Meeting Room	Manly	Local	40	125	50%	63
CC19	Manly Seniors Centre	Manly	Local	230	472	30%	142
CC20	Manly Vale Community Centre	Manly	Local	200	531	70%	372
CC21	Manly Youth and Community Centre	Manly	Local	225	458	100%	458
CC26	North Balgowlah Community Centre	Manly	Local	120	416	100%	416
CC30	Seaforth Community & Sporting Pavilion	Manly	Local	80	293	80%	234
CC31	Seaforth Community Centre	Manly	Local	200	651	70%	456
CC32	Seaforth Village Community Centre	Manly	Local	90	444	75%	333
CC2	Avalon Recreation Centre	Mona Vale	District	760	1,447	100%	1447
CC38	Bilarong Community Hall	Mona Vale	Local	75	166	75%	125
CC11	Elanora Heights Community Centre	Mona Vale	Local	110	254	50%	127
CC22	Mona Vale Memorial Hall	Mona Vale	Local	275	534	100%	534
CC24	Nelson Heather Centre	Mona Vale	Local	190	926	100%	926
CC 25	Newport Community Centre	Mona Vale	Local	240	561	80%	449
CC 28	North Narrabeen Community & Tennis Centre	Mona Vale	Local	185	599	50%	299
CC33	Ted Blackwood Youth & Community Centre	Mona Vale	Local	280	495	100%	495
CC 34	Terrey Hills Community Centre	Terrey Hills	Local	150	380	95%	361
	Total				18,050*		15,244**



### 10.3. Appendix C

Table 9. List of other buildings owned by Council, managed through leases/licenses and currently not in the community centre network. This list is not conclusive. There are numerous other Council buildings leased/used by various sporting clubs across the LGA, including golf, bowling, tennis and other sporting clubhouses. They have some capacity for community use and will include these buildings in a 'Indoor Sporting Recreation Strategy' to commence later in 2020.

Community Building	Address	Planning Area
Cromer/Dee Why Scout Hall	17 Arthur St, Dee Why	Brookvale-Dee Why
1st Collaroy Plateau Scout Hall	37 Goodwin St, Narrabeen	Brookvale-Dee Why
1st/2nd Harbord Scout Hall	43 Stirgess Ave, Curl Curl	Brookvale-Dee Why
North Narrabeen Swim Club	Narrabeen Park Parade, North Narrabeen	Brookvale-Dee Why
Freshwater Surf Club	Kooloora Avenue, Freshwater	Brookvale-Dee Why
South Curl Curl Surf Club	Carrington Parade, Curl Curl	Brookvale-Dee Why
North Curl Curl Surf Club	Griffin Rd, North Curl Curl	Brookvale-Dee Why
Dee Why Surf Club	The Strand, Dee Why Beach	Brookvale-Dee Why
<ul> <li>Long Reef Surf Club</li> <li>Off Pittwater Rd, Long Reef Beach. Collaroy, 2097</li> </ul>		Brookvale-Dee Why
■ Brookvale Oval – Presidents Lounge & Heritage Lounge	Pittwater Rd, Brookvale	Brookvale-Dee Why
Collaroy Surf Club	Pittwater Rd, Collaroy	Brookvale-Dee Why
South Narrabeen Surf Club	1200 Pittwater Rd, Narrabeen	Brookvale-Dee Why
Narrabeen Surf Club	"Lions Park" ~ Cnr Albert Street & Ocean Street	Brookvale-Dee Why
North Narrabeen Surf Club	2 Malcolm St, Narrabeen	Brookvale-Dee Why
Stony Range Meeting Room	810 Pittwater Rd, Dee Why (this is managed by Council by the reserves bookings team)	Brookvale-Dee Why



Community Building	Address	Planning Area
Freshwater Swim Club	4 Lumsdaine Drive, Freshwater	Brookvale-Dee Why
South Curl Curl Swim Club	South Curl Beach	Brookvale-Dee Why
North Curl Curl Swim Club	North Curl Beach	Brookvale-Dee Why
Dee Why Swim Club	Dee Why Beach	Brookvale-Dee Why
Beacon Hill Scout & Guide Hall	Beacon Hill Reserve, Willandra Rd, Beacon Hill	Brookvale-Dee Why
Belrose Scout Hall	33 Maitland Street, Davidson	Frenchs Forest
Davidson Scout Hall	33 Maitland St, Davidson	Frenchs Forest
Frenchs Forest Scout Hall	7 Utyana Pl, Frenchs Forest	Frenchs Forest
1st Forestville Scout Hall	Forestville Ave, Forestville	Frenchs Forest
Forestville Guide Hall	Forestville Ave, Forestville NSW	Frenchs Forest
1st Fairlight/Manly Scout Hall	Park Ave, Manly	Manly
Queenscliff Swim Club	North Steyne (Road), Queenscliff	Manly
Balgowlah Scout Hall	Pickworth Avenue, Balgowlah	Manly
Avalon Beach SLSC	558A Barrenjoey Road, Avalon Beach	Mona Vale
Scotland Island Community Centre	Robertson Road, Scotland Island	Mona Vale
Bayview Scout Hall	Bayview Park, Pittwater Road, Bayview	Mona Vale
Newport Scout Hall	Barrenjoey Rd, Newport	Mona Vale
Newport SLSC	394 Barrenjoey Rd, Newport	Mona Vale

Community Building	Address	Planning Area
Kitchener Park Sports Centre	1610 Pittwater Rd, Mona Vale	Mona Vale
1st Bayview Scout Hall	Bayview Park, Pittwater Rd, Bayview	Mona Vale
Mona Vale Scout Hall	LOT 101 Barrenjoey Rd, Mona Vale	Mona Vale
Mona Vale Guides Hall	Same as Scout Hall	Mona Vale
Elanora Guides	43 Elanora Rd, Elanora Heights	Mona Vale
Warriewood Surf Club	Narrabeen Park Parade, Warriewood	Mona Vale
Mona Vale Surf Club	Surfview Rd, Mona Vale	Mona Vale
Bungan Beach Surf Club	97 Myola Rd, Newport	Mona Vale
Newport Surf Club	394 Barrenjoey Rd, Newport	Mona Vale
Bilgola Surf Club	Bilgola Plateau	Mona Vale
Avalon Surf Club	558A Barrenjoey Rd, Avalon Beach	Mona Vale
Whale Beach Surf Club	227 Whale Beach Rd, Whale Beach	Mona Vale
North Palm Beach Surf Club	Beach Rd, Palm Beach	Mona Vale
Terrey Hills Scout Hall	Beltana Avenue via Oval Car Park, Terrey Hills	Terrey Hills

Others



# 10.4. Appendix D

Based on existing and anticipated population growth (refer Table 7) the following tables show the Council managed community centre shortfall/gaps for each planning area.

**Table 10.** Benchmark assessment of Community Centre shortfall/gap 2020

#### Shortfall/Gap 2020

Planning Area	2016 population	Recommended Floor Area @ 80sqm/1000	Community Centre GFA (Floor space available for multiuse activities)	GAP
Brookvale-Dee Why	96,666	7,733	5,515	-2,218
Frenchs Forest	39,677	3,174	2,706	-468
Manly	58,361	4,669	2,620	-2,049
Mona Vale	63,320	5,066	4,402	-664
Terrey Hills	3,770	302	361	59
TOTAL NB	261,794	20,944	15,604*	-5,340

\*15,604 includes the 360 sqm of the community rooms at Dee Why's PCYC

## Shortfall/Gap 2036

Planning Area	2036 population	Recommended Floor Area @ 80sqm/1000	Community Centre GFA (Floor space available for multiuse activities-weighted)	GAP
Brookvale-Dee Why	110,131	8,810	5,515	-3,295
Frenchs Forest	55,012	4,401	2,706	-1,695
Manly	61,892	4,951	2,620	-2,331
Mona Vale	69,061	5,525	4,402	-1,123
Terrey Hills	4,257	341	361	20
TOTAL NB	300,353	24,028	15,604*	-8,424

 $^{\star}$ 15,604 includes the 360sqm of the Dee Why PCYC

Council Managed

Table 12. Existing Council Managed Community Centre Provision (GFA) 2020

Planning Area	GFA (Total Floor space) sqm	GFA (Floor space available for multi-use activities) sqm	Population 2016	Existing Rate of Provision (sqm/1000 population)
Brookvale-Dee Why	6,500	5,515	96,666	57
Frenchs Forest	3,102	2,706	39,677	68
Manly	3,535	2,620	58,361	45
Mona Vale	4,949	4,402	63,320	69
Terrey Hills	361	361	3,770	96
Total Council facilities	18,447	15,604	261,794	60



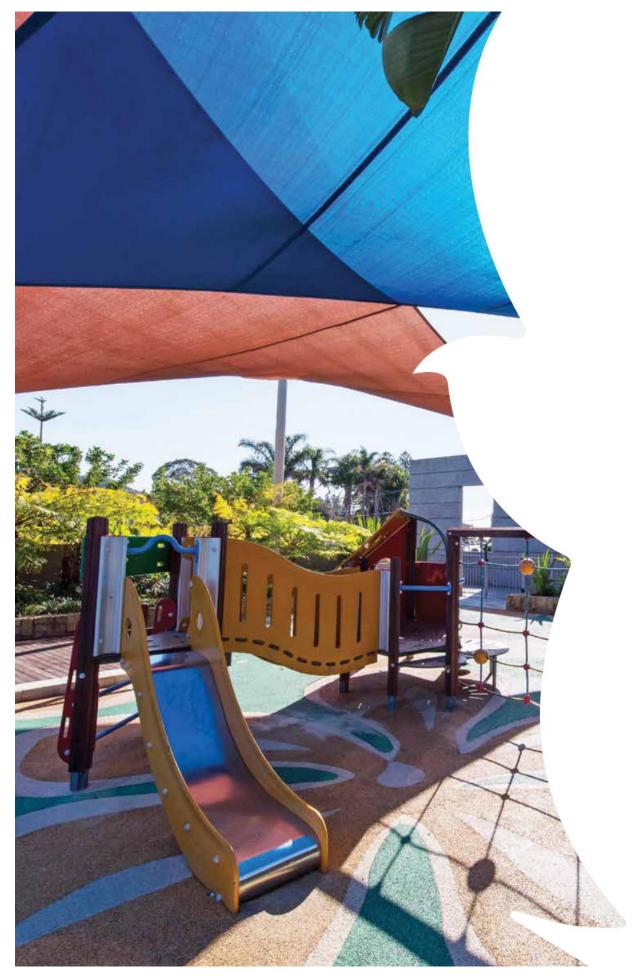


# Community Centres Strategy Action Plan

February 2021







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# **Community Centres Strategy - Action Plan**

As outlined in the Community Centres Strategy, the following actions will assist the planning and delivery of a strong community centre service for the Northern Beaches.

This Action Plan will be reviewed annually.

#### Strategy 1 – Improve utilisation rates of existing centres

Ensure that facilities are utilised to their optimum potential to meet community needs.

	Actions	Timeframe
1.1	Identify opportunities for target groups to utilise the centres, by each Centre.	Short Term
1.2	Develop a technology plan for each Centre, and include in annual operational budgets.	Short to Medium Term
1.3	Innovative renewal of existing centres to improve vibrancy and accessibility, included in capital works program.	Short to Long Term

#### Strategy 2 - Maximise fair and equitable access to existing centres

Develop a management framework that will have fair and equitable booking practices.

	Actions	Timeframe
2.1	Implement the new organisational booking system.	Short Term
2.2	Review terms and conditions on an annual basis.	Annually/as required
2.3	Review fees and charges on an annual basis.	Annually

#### Strategy 3 - Implement 'community hubs'

Explore the co-location and integration of existing and future community centres in areas that are accessible via active and public transport in support of the 30 minute city concept.

	Actions	Timeframe
3.1	Identify existing centres in locations that may be suitable for 'community hubs'	Short Term
3.2	Identify future 'community hubs in suitable locations when planning for new centres	Medium to Long Term

Short Term = one to two years

Medium Term = three to five years

Long Term = five years plus



4 Community Centres Strategy - Action Plan February 2021

#### Strategy 4 – Identify the location of a regional community centre within the Local Government Area

Investigate the needs and opportunities for a new regional multipurpose community centre that is centrally located with good access to and from other planning areas.

	Actions	Timeframe
4.1	Consider the inclusion of a regional community centre in the Dee Why Town Centre or Brookvale retail precinct, through the Local Environmental Plan and Masterplans.	Long Term

# Strategy 5 – Increase the number of district/sub-regional community centres to service the Northern Beaches

If utilisation rates at neighbourhood centres are unable to increase due to location and facility limitations, consider disposal of centres to fund the required larger district/sub-regional community centres.

	Actions	Timeframe
5.1	Identify opportunities for the development of new district/sub-regional multipurpose community centres in central locations.	Short Term
5.2	Develop Masterplans for new district/sub-regional centres in Brookvale, Forestville, Frenchs Forest, Mona Vale and Manly.	Medium to Long Term
5.3	Work with Property on a detailed Asset Management plan	Ongoing/ Medium term

#### Strategy 6 – Develop a community centre marketing strategy

Increase community understanding of Council community facilities through the development of a consistent marketing strategy for all centres as welcoming and inclusive spaces for the whole community.

	Actions	Timeframe
6.	1 Develop and implement a marketing strategy for all centres, as welcoming and inclusive spaces for the whole community.	Short Term

#### Strategy 7 – Create inviting, accessible and welcoming community centres

Develop a plan to upgrade and refurbish centres to create inviting, welcoming functional spaces that reflect the community.

	Actions	Timeframe
7.1	Development of minimum design standards for community centres.	Short Term
7.2	Develop a program of works for the refurbishment of community centres.	Short Term
7.3	Develop a long-term asset management plan for community centres.	Short to Medium term
7.4	Implement recommendations for each community centre in Council's portfolio (see Attachment 1)	Short to Long Term



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# $Strategy\,8-Investigate\ management\ models\ for\ non-Council\ managed\ and/or\ owned\ facilities\ to\ maximise\ floor\ space\ available\ to\ the\ community$

	Actions	Timeframe
8.1	Develop standard leases for community groups in Council owned buildings, including a minimum standard for broad community access, and implement when leases are reviewed over time.	Short to Medium Term
8.2	Initiate discussions with lessees in Council owned buildings to identify opportunities for improved community access.	Short to Medium Term
8.3	Continue to work with the Department of Education on joint use opportunities for school halls and facilities.	Ongoing
8.4	Identify suitable facilities owned privately for opportunities for community access. e.g. Church halls.	Short to Medium Term

# Strategy 9 – Develop a funding plan to enable the implementation of this strategy, including divestment, renewal, grant programs and the capital works budget.

	Actions	Timeframe		
9.1	Research and apply for applicable grant programs.	Short to Medium Term		
9.2	Prioritise capital upgrades and renewals, working with Property Department.	Short to Medium Term		

# Strategy 10 – Investigate the Aboriginal history of the sites of current and future centres, and ensure the history is recognised.

	Actions	Timeframe	
10.1	Research the Aboriginal history of the current centres locations, in liaison with the Aboriginal Heritage Office.	Short Term	
10.2	Develop a plan to implement the indigenous history findings of each site, ie, signage, information, cultural artefacts, etc	Short to Medium Term	
10.3	Incorporate indigenous history into the design of new facilities.	Short to Long Term	



6 Community Centres Strategy - Action Plan February 2021

# **Identified actions for existing Community Centres**

Council has 38 community centres in its portfolio for the purposes of this strategy. as detailed in the list below.

These actions below should be read in conjunction with the Strategic Directions for each planning area in the Community Centres Strategy. This will provide a complete picture of future directions and actions in each area across the Northern Beaches. These actions were developed in consultation with internal and external stakeholders.



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ID	Community Centre	Actions	
Brookv	Brookvale - Dee Why Planning Area		
CC3	Beacon Hill War Memorial Hall	Short Term: Major refurbishment to address maintenance and accessibility upgrades (upgrade completed mid 2020). Install basketball hoops, investigate short term storage options for the Beacon Hill Youth Club.  Short Term: Research and document veterans memorialised in the garden.  Medium to Long Term: Undertake a masterplan for the site including the oval and other community buildings, to look at opportunities for redevelopment to increase space, especially for indoor sport hall demand, incorporating storage for sports groups, amenities and scout hall.  Long Term: Maintain centre as part of the Community Centres network.	
CC5	Brookvale Community Centre	Short Term: Undertake investigation for a replacement facility as part of the Brookvale Precinct Master Plan.  Short to Medium Term: Maintain facility and transfer/sale of asset once replacement facility is provided for.  Medium to Long Term: Replacement facility in more central location.  District or regional sized centre needed.	
CC6	Collaroy Plateau Youth & Community Centre	Short to Medium Term: General maintenance and improvements as required.  Medium Term: Investigate upgrade of the upstairs hall.Landscaping and exterior improvements needed.  Long Term: Maintain centre as part of the Community Centres network.	
CC7	Collaroy Swim Club Community Centre	Short Term: General maintenance as required.  Medium to Long Term: Maintain centre as part of the Community Centres network.	
CC8	Cromer Community Centre	Short to Medium Term: Refurbishments to address modernisation, minor maintenance and access issues. Upgrade courtyard bathrooms and accessibility.  Long Term: Maintain centre as part of the Community Centres network and promote as district/community centre.	
CC9	Curl Curl Sports Centre	Short Term: Upgrades to windows to improve airflow and cooling. Targeted marketing and promotion to increase utilisation.  Short to Medium Term: Refurbishment to address maintenance issues.  Long Term: Maintain centre as part of the Community Centres network.	



8 Community Centres Strategy - Action Plan February 2021

ID	Community Centre	Actions
CC10	Curl Curl Youth & Community Centre	<b>Short Term:</b> General maintenance and improvements as required. Investigate pincode or other access not requiring keys, making this site a priority for implementing a new access system.
		<b>Medium to Long Term:</b> Investigate opportunities for redeveloping/ expanding the centre to cater for increasing demand for a variety of indoor sports across the Northern Beaches.
CC15	Griffith Park Sports Facility	<b>Short to Medium Term:</b> Targeted marketing and promotion to increase utilisation.
		<b>Long Term:</b> Maintain centre as part of the Community Centres network.
CC16	Harbord Literary Institute	<b>Short and Medium Term:</b> Playground upgrade, soft fall replacement and drainage to be addressed. Investigate heating and cooling.
		<b>Long Term:</b> Maintain centre as part of the Community Centres network.
CC23	Narraweena Community Centre	<b>Short to Medium Term:</b> Modernisation of the building exteriors and landscaping.
		<b>Long Term:</b> Maintain centre as part of the Community Centres network.
CC27	North Curl Curl Community Centre	Short Term: Improvements to facility as per the Concept Plan for North Curl Curl Community Centre 2016. Design and build for the skate park was completed in August 2020. External, accessible bathroom facilities for reserve users are being built in early 2021.
		Medium Term: Investigate the feasibility of extending or reconfiguring the building to enable multiple groups to use the building, and to cater for the growing demand for community space (as per the Concept Plan for North Curl Curl Community Centre 2016). Increase accessibility to the building, parking and toilet facilities. Parking upgrade is essential for all user groups at this well utilised site.
		<b>Long Term:</b> Maintain centre as part of the Community Centres network and promote as a district/sub-regional community centre.
CC35	Tramshed Arts & Community Centre	<b>Short and Medium Term:</b> Maintain centre as part of the Community Centres Network. Investigate storage and access improvements. New shelving in Pottery Room.
		<b>Long Term:</b> Council to consider building a second storey on top of the Tramshed hall section, with accessibility via the existing lift to Lakeview Hall.

Community Centres Strategy - Action Plan February 2021 9

ID	Community Centre	Actions
Frenchs F	orest Planning Area	
CC4	Belrose Community Centre	Short to Medium Term: Look at opportunities to undertake refurbishment internally to increase space, improve storage, and improve internal and external appearance. Playground upgrade.  Long Term: Maintain centre as part of the Community Centres network.
CC12	Forest Community Arts Centre	Short to Medium Term: Internal and external modernisation and improvement of whole building, including signage upgrade. Investigate office window installation in the hallway side of the office.  Long Term: Maintain centre as part of the Community Centres network.
CC13	Forestville Memorial Hall & Senior Citizens Centre	Short Term: Minor refurbishments to address maintenance issues and modernisation. Storage improvements.  Medium Term: Investigate opportunities to upgrade and improve the utilisation of the Forestville Memorial Hall and Seniors Centre through a masterplan to create a multipurpose district facility. The investigation to look at options for additional space in the current facility to be more flexible and expand the space. Upgrade foyer and entrance of the Seniors Centre  Long Term: Maintain centre as part of the Community Centres network and promote as district/sub-regional community centre. Explore concept for this site to be redeveloped as a major integrated community hub.
CC14	Forestville Community Hall	Short Term: General maintenance as required. Install new fans and heaters. Playground upgrade.  Medium Term: Investigate the integration of the three community buildings (including the former Guide Hall and current Scout Hall) on the site and increase usage by improving external connections and synergies with the activities undertaken on the site.  Long Term: Maintain centre as part of the Community Centres network.
CC17	Lionel Watts Sports & Community Centre	Short and Medium Term: Targeted marketing and promotion to increase utilisation and improve storage. Kitchen upgrade.  Long Term: Maintain centre as part of the Community Centres network.



10 Community Centres Strategy - Action Plan February 2021

ID	Community Centre	Actions
Frenchs F	orest Planning Area C	ontinued
CC29	Oxford Falls Peace Park	Short Term: Targeted marketing and promotion to increase utilisation during weekdays.  Medium Term: Address bush toilet, upgrade facilities, storage and access.  Long Term: Maintain centre as part of the Community Centres network.
CC36	YOYO's - Forest Youth Centre	Short to Medium Term: Maintain until transfer/sale of asset if replacement facility is provided in new Frenchs Forest Town Centre redevelopment.  Long Term: Replacement facility in a new multipurpose centre located in Frenchs Forest Town Centre as part of the Community Centre network.
Manly Pla	anning Area	
CC1	Allambie Heights Public Hall	Short to Medium Term: Upgrade bathroom facilities, address accessibility, playground upgrade required. Improve lighting for better visibility and access at night.  Long Term: Maintain centre as part of the Community Centres network.
CC18	Manly Library Ground Floor Meeting Room	Short to Medium Term: Ongoing maintenance as required.  Long Term: Use the space for library programming and activities once a district/sub-regional multipurpose centre located in central Manly is developed as part of the Community Centre network.
CC19	Manly Seniors Centre	Short Term: Maintenance as required.  Medium to Long Term: Install kitchenette into the Activity Room to enable separate use from the main hall facilities. Bathroom and accessibility upgrades. Further investigate parking issues and future use of the unused land beside the centre to the north.  Long Term: Maintain centre as part of the Community Centres network.

Community Centres Strategy - Action Plan February 2021 11

ID	Community Centre	Actions	
Manly Pla	Manly Planning Area Continued		
CC20	Manly Vale Community Centre	Short to Medium Term: Access and modernisation improvements around kitchens, bathrooms and outdoor space between the two halls. New outdoor furniture for Lovett St Hall. Upgrade sink/bathroom area and playground off Lovett St Hall  Long Term: Maintain centre as part of the Community Centres network.	
CC21	Manly Youth & Community Centre	Short Term: Major renovation was completed in April 2020. Investigate solution for sound proofing of the Main Hall due to noise from the attached preschool.  Medium to Long Term: Maintain centre as part of the Community Centres network.	
CC26	North Balgowlah Community Centre	Short Term: Undertake minor refurbishment to address current maintenance issues and modernisation. Playground and bathroom improvements.  Medium to Long Term: Consider consolidation with Seaforth Community Centre (CC31) due to site unsuitability. It is surrounded by close neighbours restricting the use of the halls and has limited parking in close proximity. If remaining in Community Centre network, requires major upgrade of the playground, toilets and full accessibility.	
CC30	Seaforth Community & Sporting Pavilion	Short Term: Targeted marketing and promotion to increase utilisation, address acoustic issue. Priority for a playground upgrade when capital funding available.  Medium to Long Term: Maintain centre as part of the Community Centres network.	
CC31	Seaforth Community Centre	Short Term: General maintenance upgrades as required. Internal painting of brick walls. Playground upgrade a priority.  Medium to Long Term: Undertake investigation into its potential to create a multipurpose district facility. The investigation to look at options for the current facility to be more flexible with expanded space, see North Balgowlah Community Centre (CC26). Major upgrade required.  Maintain centre as part of the Community Centres network.	
CC32	Seaforth Village Community Centre	Short Term: Targeted marketing and promotion to increase utilisation, investigate innovative uses.  Medium to Long Term: Maintain centre as part of the Community Centres network.	



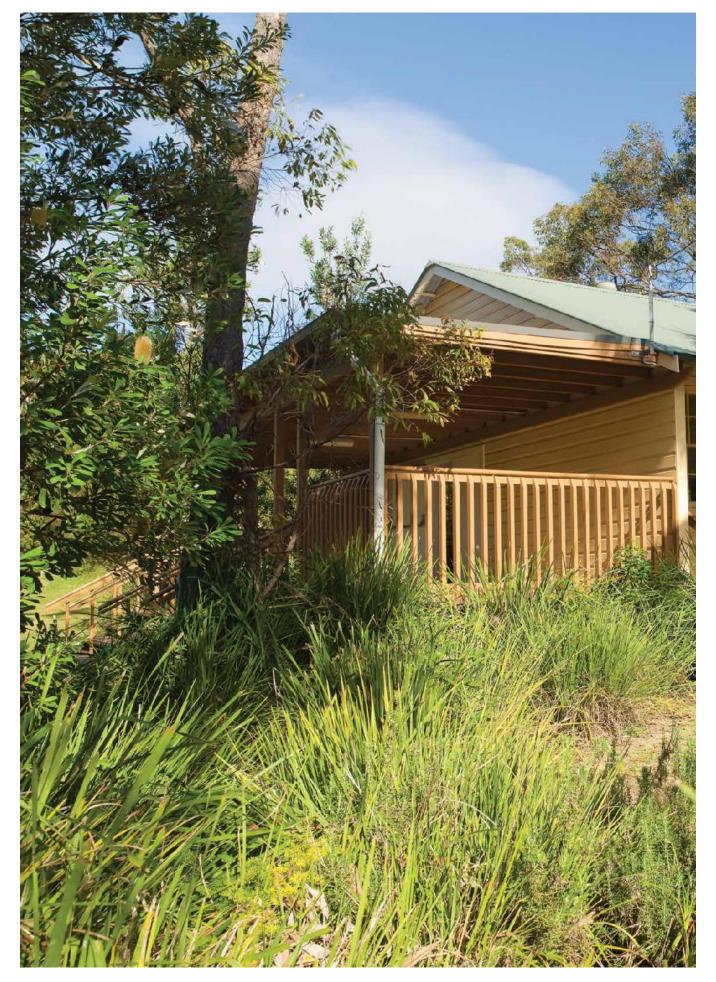
12 Community Centres Strategy - Action Plan February 2021

ID	Community Centre	Actions
Mona Val	e Planning Area	
CC2	Avalon Recreation Centre	Short to Medium Term: Improve acoustics, storage and update exhibition and other equipment.  Long Term: Maintain centre as part of Community
		Centres network.
	Bilarong Community Hall	Short: Major upgrade completed in 2020 and available to the wider community to hire outside Scouts usage'. Investigate enclosing the grounds immediately in front of the centre with fencing, to make it child safe and improving the overall facility usage.
		<b>Short to Medium Term:</b> Maintain hall as part of the Community Centres network
CC11	Elanora Heights Community Centre	Short to Medium Term: Minor refurbishment to address the lack of storage and other issues for multi-use needs. Bathroom and access upgrades.  Long Term: Maintain centre as part of Community
		Centres network.
CC22	Mona Vale Memorial Hall	<b>Short Term:</b> Refurbishment of internal layout to maximise use of former council chambers, install air-conditioning, improve signage and increase storage.
		<b>Medium Term:</b> Undertake a master plan of the precinct to explore opportunities to develop facility as a district/sub-regional cultural and community hub in conjunction with the proposed Mona Vale Arts Space and Mona Vale Library.
		<b>Long Term:</b> Maintain centre as part of the Community Centres Network and investigate opportunities for upgrade to a district/sub- regional community centre.
CC24	Nelson Heather Centre	<b>Short Term:</b> Planned replacement with the new district Warriewood Valley Community Centre on same site. In 2020/2021 staff will work with the user groups to relocate them to alternate centres during the building of the new Warriewood Valley Community Centre.
		<b>Medium to Long Term:</b> New facility to be a multipurpose community hub within the Community Centre network.

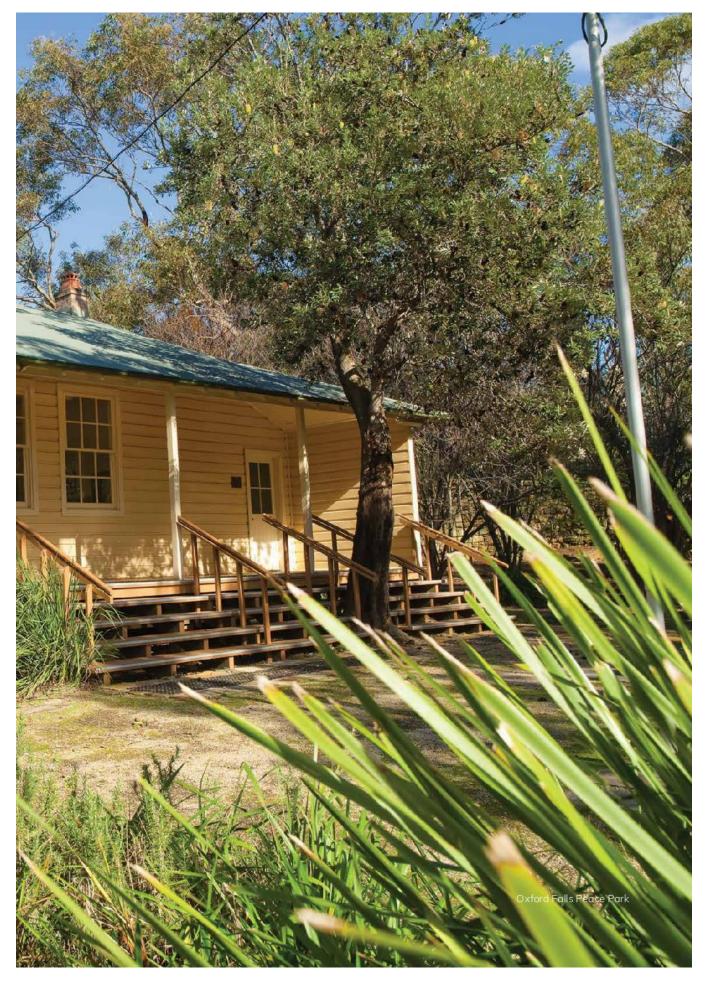
Community Centres Strategy - Action Plan February 2021 13

ID	Community Centre	Actions	
Mona Val	Mona Vale Planning Area Continued		
CC25	Newport Community Centre	<b>Short Term:</b> Install projector and screen into hall. Improve storage rooms and storage. Investigate leasing of the Tennis Courts management.	
		<b>Medium Term:</b> When childcare lease expires in 2023, refit the large office area to a meeting room space to meet the current and future needs of the wider community. Address storage requirements for the multi-use hirers at this centre.	
		<b>Long Term:</b> Maintain centre as part of the Community Centres network.	
CC28	North Narrabeen Community & Tennis Centre	Short to Medium Term: Address sound and acoustics between the halls. Investigate storage improvements for the Kindergarten's 'pack away' requirements that will benefit all user groups. Investigate leasing of the Tennis Courts management.  Short to Medium Term: Modernise and upgrade hall and toilets.  Long Term: Maintain centre as part of the Community	
		Centres network.	
CC33	Ted Blackwood Youth & Community Centre	Short and Medium Term: Upgrade toilets, kitchen, storage and stage area.  Long Term: Maintain centre as part of the Community Centres network.	
Terrey Hil	lls Planning Area		
CC34	Terrey Hills Community Centre	Short to Medium Term: Look at opportunities to increase utilisation of centre. Toilets, kitchen and meeting room upgrade.	
		<b>Long Term:</b> Maintain centre as part of the Community Centres network.	













#### **Council Policy**

#### **Bush Fire Management**

#### **Policy Statement**

This Policy sets out Council's approach to effective bush fire risk management and location based bush fire management throughout the Northern Beaches Local Government Area (LGA) in order to protect life and reduce the negative impact of bush fire on property, infrastructure and the environment.

This Policy is to be read in conjunction with the Council's Bushland and Biodiversity Policy.

#### **Principles**

Council is committed to:

- Undertaking pro-active measures to protect life and property from bush fires.
- Partnering and engaging with the community to support them in understanding bush fire risk, appropriately managing bush fire risk on their property, and increasing their resilience to future risk.
- Supporting emergency services in bush fire prevention, preparation, response and recovery.
- Complying with all relevant legislation, standards, codes and plans including delivering Council's obligations under any applicable Bush Fire Risk Management Plan (Risk Plan), and the Northern Beaches Bush Fire Management Committee (BFMC).
- Ensuring that future development appropriately incorporates bush fire protection and risk
  management requirements that are appropriate to their location.
- Planning for climate change impacts on bush fire using best available information in conjunction with the BFMC.
- Ensuring environmental impacts associated with bush fire management activities are appropriately considered, and avoided where it is safe to do so.
- Managing fire so as to protect Aboriginal cultural heritage.

#### Policy Scope

This Policy applies to all employees, agents, officers, councillors, committee members, residents, workers and visitors of the Northern Beaches Council.

This Policy applies to all land owned by Northern Beaches Council or for which Council has responsibility as land manager, and to all private land within Council's boundaries. The Policy does not apply to National Parks, or Crown, State and Federal lands over which Council has no jurisdiction.

Land tenures within Council's boundary are outlined as per Figure 1 in Appendix 2.

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#### **Policy Application**

#### Risk Management

As defined in the Rural Fires Act 1997, all land managers have a responsibility to manage bush fire risk and provide an integrated and best practice approach to minimising the impact of bush fires on the community and the local environment. On the Northern Beaches, bush fire risk can arise from smoke, radiant heat, flame contact and/or ember attack (noting that ember attack is the risk that affects most properties in this area).

Council will apply the following approaches:

- Implement actions within any current Risk Plan applicable to the Northern Beaches.
- Employ risk based decision-making using a holistic understanding of bush fire risk, including vegetation type, topography, data, vulnerability, capacity, and exposure.
- Prioritise efforts and resources to reduce risks that have the greatest potential impact, in consultation with the BFMC.
- Ensure Council's compliance with the Rural Fires Act 1997 and all other relevant legislation, standards, codes and plans as listed in the 'References and Related Documents' below so as to minimise the risk posed by bush fire to the Northern Beaches community.
- Support the community in understanding the continual threat that bush fire risk will pose, and how they can implement appropriate risk management while continuing to meet environmental obligations.
- Work with stakeholders that neighbour Council land to reduce vulnerability to bush fire impact – this includes the collective responsibility of State and local government, landowners, industry and the community, and collaboration between those stakeholders.
- Incorporate forecasts of future changes in bush fire risk when planning, resourcing and being
  part of the management of bush fires on the Northern Beaches.

#### Fire Management

Council will work collaboratively with members of the BFMC to provide an integrated approach to bush fire management across the LGA in accordance with the Risk Plan, Fire Access and Fire Trail (FAFT) Plan and reserve-specific Fire Management Plans.

Council will apply the following approaches:

- Planning and preparation for bush fire management will be undertaken using all appropriate methods available to Council including but not limited to prescribed burning, maintenance of Asset Protection Zones (APZs), fuel load reductions and fire trail maintenance.
- Work with the BFMC to maintain the currency of the Risk Plan, FAFT Plan, Community Protection Plans and Council Fire Management Plans.
- Implement strategic fuel management works, including the preparation of control lines, so
  that Council and agencies, in particular the NSW Rural Fire Service (NSWRFS) and Fire and
  Rescue NSW (FRNSW), can undertake prescribed burning in Council bushland reserves.
  This may include hazard reduction, ecological and cultural burns.
- Seek to integrate traditional & ecological burning practices and fire regimes into current practices particularly where it improves risk mitigation and environmental outcomes.

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- In areas with existing development, Council will maintain APZs on Council land adjoining
  private properties in consultation with NSWRFS. In the absence of prescriptive APZ widths,
  those widths will be determined in consultation with the NSWRFS and/or Fire Management
  Plans that apply to the subject site.
- In areas of new development, Council will apply relevant State government guidelines/protocols to set APZ requirements and ensure appropriate APZs can be achieved on the land being developed.
- Identify, construct and maintain a network of strategic and tactical fire trails in accordance with the FAFT Plan to ensure vehicular access for fire suppression and fire management purposes.
- Ensure bush fire hazard complaints are referred to the NSWRFS for review and determination, and implement and document any recommended actions in a timely manner.
- Assess the environmental impacts of proposed fuel management works prior to undertaking the works in accordance with the Bush Fire Environmental Assessment Code for New South Wales, or other relevant approval pathway.
- Ensure that burn planning considers potential impacts on flora and fauna, and that impacts are minimised by implementing on-site mitigation measures.
- Avoid impacts on Aboriginal archaeological sites by implementing on-site mitigation measures.
- Integrate Council's bush regeneration program and Bushcare volunteer program in a manner supportive of bush fire risk management objectives.
- Private land holders wishing to implement strategic fuel management works including vegetation removal, burning etc, shall ensure compliance with the requirements of appropriate regulatory authorities including but not limited to the NSWRFS, FRNSW, NSW Environment Protection Authority, Department of Planning, Industry and Environment (or their successors) and/or Council.

#### Community Engagement

The safest action to protect life is for people to avoid the risk. An engaged community is crucial to ensuring they are informed and actively involved in preparedness and responses to bush fire risk.

Council will apply the following approaches:

- Work with the BFMC and our partners and neighbours to ensure the community understands bush fire threat. This includes facilitating community engagement in bush fire prone areas on bush fire mitigation and management so that responsibility for bush fire management is acknowledged and appropriately shared through governments, agencies, industries and individuals taking individual and combined actions.
- Support our BFMC partners to facilitate residents' preparation for bush fire impact. Residents
  who choose to live in bush fire prone areas should have a bush fire survival plan and employ
  a range of management measures to reduce the bush fire risk on their property.
- Work with our BFMC partners and welfare service providers to identify vulnerable residents living on bush fire prone land, and provide information and connect them with relevant programs and initiatives.

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- Increase and improve the resilience of our community by supporting and facilitating
  prevention, preparation, response and recovery activities for bush fire hazards as outlined in
  the State Emergency & Rescue Management Act, 1989 and associated State and Local
  Emergency Management Plans.
- Ensure that preparation and adoption of any revisions to the Northern Beaches Bush Fire Prone Land Map includes community engagement and communication.

#### Land Use Planning

The most important objective for strategic planning regarding bush fire management is to identify whether new development is appropriate, subject to the identified bush fire risk on a landscape scale as identified in NSWRFS's *Planning for Bush Fire Protection: a guide for council, planners, fire authorities and developers, November 2019 (Planning for Bush Fire Protection 2019)*. This Policy places a strong emphasis on strategic bush fire planning having regard to economic, social and environmental matters.

Council will apply the following approaches:

- Consistent consideration of Planning for Bush Fire Protection 2019.
- Consider and be consistent with Council's Community Strategic Plan and Local Strategic Planning Statement and with all other relevant strategic planning policies (such as existing and forthcoming Local Environment Plans (LEPs) and Development Control Plans (DCPs))
- Reduce risk and increase resilience through effective land-use planning and building controls, supported by legislation, policy, guidance material and expert advice.
- Development applications for properties at risk from bush fire will provide for and accommodate adequate bush fire protection measures. Council bushland shall not be made available to accommodate bush fire risk associated with new development.
- Council's LEPs and DCPs appropriately manage bush fire evacuation risk by considering
  whether future development will result in an increase in people/properties at risk and/or an
  increase in the vulnerability of existing communities.
- Consistently review and update the Northern Beaches Bush Fire Prone Land Map. The latest Bush Fire Prone Land Map was certified on the 7th August 2020 and will be reviewed every 5 years.
- Support the NSWRFS by providing functions in accordance with the current District Service Agreement listed in the 'References and Related Documents' below.
- Support the BFMC to establish and maintain Neighbourhood Safer Places and Community Fire Units through the provision of appropriate Council land.
- Ensure that biodiversity and Aboriginal heritage data and mapping is integrated with bush fire
  management practices to avoid and minimise impacts on flora, fauna and sensitive sites
  wherever possible.

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#### References and related documents

#### Related Legislation

- Rural Fires Act 1997
- Rural Fires Regulation 2013
- <u>Local Government Act 1993</u> and associated regulations
- Biodiversity Conservation Act 2016
- Biodiversity Conservation Regulation 2017
- Environmental Planning and Assessment Act 1979
- Protection of the Environment Operations Act 1997
- State Emergency and Rescue Management Act 1989

#### Related Council Policies and Plans

- Draft Bushland & Biodiversity Policy 2020
- Towards 2040, Local Strategic Planning Statement
- Shape 2028 Northern Beaches Community Strategic Plan 2018 2028
- Protect. Create. Live. Northern Beaches Environment and Climate Change Strategy 2040
- Northern Beaches Council Fire Management Plans

#### Related Documents

- Final Report of the NSW Bushfire Inquiry 2020
- The Royal Commission into National Natural Disaster Arrangements Report 2020
- Warringah Pittwater Bush Fire Risk Management Plan 2010
- Manly, Mosman, North Sydney Bush Fire Risk Management Plan 2010
- Bayview, Ingleside, Elanora Heights Community Protection Plan 2013
- Cromer, Oxford Falls, Beacon Hill Community Protection Plan 2016
- Terrey Hills Community Protection Plan 2012
- Draft Northern Beaches Fire Access and Fire Trail Plan 2020
- Northern Beaches Bush Fire Prone Land Map 2020
- Ku-ring-gai Chase National Park Fire Management Strategy 2006
- Garigal National Park Fire Management Strategy 2006
- Bush Fire Environmental Assessment Code for New South Wales 2006
- 10/50 Vegetation Clearing Code of Practice for New South Wales 2015
- NSW Rural Fire Service, Planning for Bush Fire Protection: A guide for councils, planners, fire authorities and developers, November 2019

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- NSW Rural Fire Service, Standards for Asset Protection Zones
- NSW Rural Fire Service, Standards for Low Intensity Bush Fire Hazard Reduction Burning
- NSW Rural Fire Service, Standards for Pile Burning
- NSW Rural Fire Service, Bush Fire Survival Plan
- NSW Rural Fire Service, District Service Agreement, Warringah Pittwater District, 2010
- AS ISO 31000:2018 Risk Management Guidelines
- Australasian Fire and Emergency Service Authorities Council Bushfire Glossary 2012

#### **Definitions**

Definitions relevant to this Policy are as per the Australasian Fire and Emergency Service Authorities Council (AFAC) Bushfire Glossary as listed in the 'References and Related Documents' section above. A number of more specific definitions are included as an attachment in Appendix 1.

#### Responsible Officer

Executive Manager, Environment and Climate Change

#### **Review Date**

23 February 2026

#### Revision History

Revision	Date	Change	TRIM#
0.6	20/08/2020	Draft document for internal review	2020/536391
0.7	16/09/2020	Final draft document produced for internal review	2020/536391
0.8	29/09/2020	Minor edits and alterations to document points	2020/536391
0.9	20/10/2020	Draft for public exhibition	2020/536391
0.10	21/01/2020	Updates from public exhibition	2020/536391



#### Appendix 1 - Definitions

Bush Fire Management Zones: Bush Fire Management Zones are defined in the Risk Plan and includes the following four management zones:

- Asset Protection Zone (APZ);
- Strategic Fire Advantage Zone (SFAZ);
- Land Management Zone (LMZ); and
- Fire Exclusion Zone (FEZ).

Table 3.1 from the Warringah-Pittwater Bush Fire Risk Management Plan 2010 is provided below as an overview of the purpose, objectives and characteristics of these zones. The definition of an APZ is further expanded below.

Zone	Purpose	Suppression Objective(s)	Zone characteristics	
Asset Protection Zone	To protect human life, property and highly valued public assets and values.	To enable the safe use of Direct Attack suppression strategles within the zone. To minimise bush fire impacts on undefended assets.	As per RFS document Standards for Asset Protection Zones.	
Strategic Fire Advantage Zone	To provide strategic areas of fire protection advantage which will reduce the speed and intensity of bush fires, and reduce the potential for spot fire development; To aid containment of wildfires to existing management boundaries.	To improve the likelihood and safe use of:  Parallel Attack suppression stratogics within the zone. and/or Indirect Attack (back burning) in high to very high fire weather conditions within the zone.  To reduce the likelihood of: Crown fire development within the zone. and/or Spct fire ignition potential from the zone.	Zone width related to suppression objectives and dependant upon:  Topography Aspect Spotting propensity Location of adjacent firebreaks Mosaic pattern of treatment Assess Overall Fuel Hazard (OFH) once vegetation communities reach minimum fire thresholds within this plan.  Management practices should aim to achieve mosaic fuel reduction patterns so that the majority of the SFAZ has an OFH of less than high.	
Land Management Zone	To meet relevant land management objectives in areas where APZs or SFAZs are not appropriate.	As per the land management and fire protection objectives of the responsible land management agency.  To reduce the likelihood of spread of fires.  To undertake mosaic burning	As appropriate to achieve land management e.g. heritage and/or fire protection e.g. broad scale mosaic burning objectives.	
Fire Exclusion Zone	To exclude bush fires.	N/A	Variable dependant on size of fire sensitive area requiring protection.	

Table 1 Warringah-Pittwater Bush Fire Risk Management Plan 2010, Table 3.1 Bush Fire Management Zones: Purpose, objectives and characteristics

Asset Protection Zone (APZ): is a fuel reduced area on any land tenure surrounding a built asset or structure. This is primarily concerned with protecting both public and private assets such as schools, hospitals, community centres, retirement villages and residential dwellings, but may extend to other assets or infrastructure.

#### An APZ provides:

a buffer zone between a bush fire hazard and an asset;

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- an area of reduced bush fire fuel that allows suppression of fire;
- an area from which backburning may be conducted; and
- an area which allows emergency services access and provides a relatively safe area for firefighters and home owners to defend their property.

For existing development an APZ, its size and management will be defined in consultation with the NSW Rural Fire Service, Bush Fire Risk Management Plan, and/or Fire Management Plans that apply to the land. For new development an APZ will be defined by *Planning for Bush Fire Protection (NSWRFS, 2019)*, as defined in approved development consent conditions.

Potential bush fire fuels should be minimised within an APZ. This is so that the vegetation within the planned zone does not provide a path for the transfer of fire to the asset either from the ground level or through the tree canopy.

Bush Fire Management Committee (BFMC): Under the Rural Fires Act 1997 the Bush Fire Coordinating Committee (BFCC) must constitute a Bush Fire Management Committee (BFMC) for each area in the State that is subject to the risk of bush fires. The BFMC provides a forum for cooperative and coordinated bush fire management in a local area. BFMCs are responsible for preparing, coordinating, reviewing and monitoring the Plan of Operations, the Risk Plan and the FAFT Plan for their area.

Bush Fire Risk Management Plan (Risk Plan): Is a strategic document that identifies community assets at risk and sets out a five-year program of coordinated multi-agency treatments to reduce the risk of bush fire to the assets. Treatments may include such things as hazard reduction burning, grazing, community education, fire trail maintenance and establishing Community Fire Units. Each BFMC is required to prepare and submit to the BFCC a draft Risk Plan for approval. Each Risk Plan is reviewed every 5 years.

Fire Access and Fire Trail Plan (FAFT): The aim of the FAFT is to provide appropriate means of accessing land to prevent, fight, manage or contain bush fires. The document identifies a suitable network of fire trails across a BFMC area, which includes both existing and proposed fire trails and access points. Each BFMC is required to prepare and submit to the BFCC a draft FAFT for approval. Each FAFT is reviewed every 5 years.

Fire Management Plan: Council from time to time creates detailed fire management plans for individual reserves that assist in determining burn programs, asset protection zone configurations and the like. They can be a useful tool in integrating many of the site specific requirements that need to be considered when managing bush fire risk at a local scale.

Bush Fire Prone Land Map: It is a requirement under the Environmental Planning and Assessment Act 1979 that a map be produced for each Local Government Area to which a Risk Plan applies recording all land within the area designated by the Commissioner of NSW RFS that is bush fire prone land.

An area identified as bush fire prone land is land that can support a bush fire or is likely to be subject to bush fire attack, including ember attack. Special construction standards and development restrictions apply to areas mapped as bush fire prone land in NSW. Each Bush Fire Prone Land Map is reviewed every 5 years.

Fire Fighting Authorities: The NSW Rural Fire Service, Fire and Rescue NSW, the NSW National Parks and Wildlife Service and the Forestry Corporation of NSW.

Bush Fire Environmental Assessment Code: A streamlined environmental assessment process per the requirements of the Rural Fires Act 1997 for use by issuing authorities and certifying authorities in determining bush fire hazard reduction certificates.

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Planning for Bush Fire Protection: A document prepared by the NSW Rural Fire Service that sets out the bush fire management requirements for developing on bush fire prone land. It represents the current best available science and research, industry standards and technology regarding bush fire protection measures required for development.

Special Fire Protection Purpose (SFPP) Development: In NSW Special Fire Protection Purpose (SFPP) developments have been identified as:

- A school:
- A childcare centre;
- A hospital (including a hospital for the mentally ill or mentally disordered);
- A hotel, motel or other tourist accommodation;
- A building wholly or principally used as a home or other establishment for mentally incapacitated persons;
- Housing for older people or people with disabilities within the meaning of State Environment Planning Policy (Seniors Living);
- A group home within the meaning of State Environment Planning Policy (Group Homes);
- A retirement village; and
- Any other purpose prescribed by the regulations (Section 100B (6) of the Rural Fires Act 1997).

Community Fire Unit (CFU): A Community Fire Unit (CFU) is a team of local residents living in an area close to the bushland interface who are supported by the relevant fire agency to enhance their safety and resilience to bush fires. Residents are provided some basic firefighting equipment and learn how to prepare themselves, their family and home ahead of the bush fire season helping to make an informed decision whether to leave early or stay and defend their property.

Neighbourhood Safer Place (NSP): A Neighbourhood Safer Place (NSP) is a building or an open space that may provide for improved protection of human life during the onset and passage of a bush fire. It is a location where people facing an immediate threat to their personal safety can gather and seek shelter from the impact of a bush fire. Their function is to provide a place of last resort for a person to seek shelter at during the passage of the bush fire front. An NSP forms part of a person's backup plan, to be utilised where their intended actions in the face of a bush fire are unable to be implemented or have failed. NSPs are designated by the NSW Rural Fire Service in consultation with relevant owners/operators of potential NSPs.

Community Protection Plan (CPP): A Community Protection Plan (CPP) is a more detailed tactical bush fire planning document prepared at a community level. CPPs provide the public, fire services and land management agencies with easy to understand information that is specific to a community. A CPP consists of three maps with supporting documentation. It presents an overview of the bush fire threat for the area, the protection options available to the community as well as the current and proposed risk treatment works. The CPP also captures any locally important information, including the location of Special Fire Protection Purpose assets, which can be used by local brigades and emergency services during pre-incident planning exercised and fire fighting operations. CPPs are prepared by the NSW Rural Fire Service in consultation with the Bush Fire Management Committee.

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Bush Fire Survival Plan: A Bush Fire Survival Plan is a plan developed by residents on what actions they will undertake to protection themselves, their family and property during a bush fire. A Bush Fire Survival Plan typically considers what to do if a bush fire threatens your home; how to prepare your home and get it ready for bush fire season; knowing the bush fire alert levels; and how to stay up to date with conditions as they change.



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#### Appendix 2 - Land Tenure

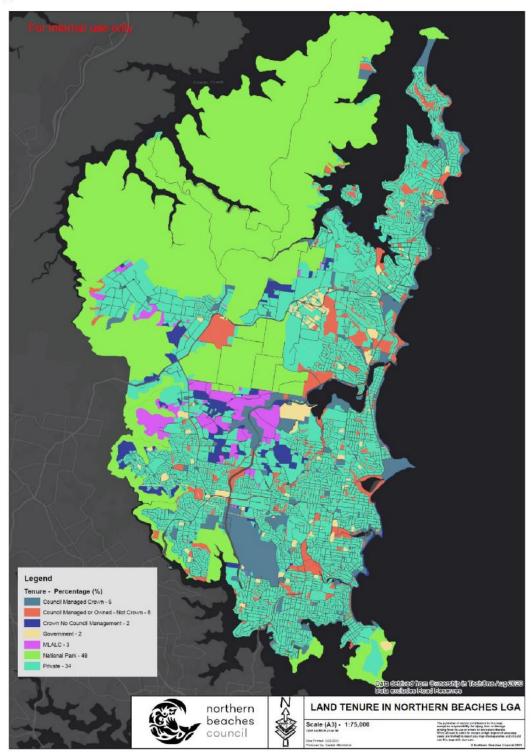


Figure 1 Land tenure breakdown throughout the Northern Beaches Local Government Area

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## **Community and Stakeholder Engagement Report**

## **Draft Bush Fire Management Policy (Stage 1 of 1)**

Impact level: 1

Report date: February 2021

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## 1. Summary<sup>1</sup>

This report outlines the community and stakeholder engagement conducted as part of the Bush Fire Management Policy (draft) project. The consultation period documented is from 4 November to 20 December 2020.

The report's content reflects the insights of 49 participating community members and stakeholders, including special interest groups and the public.

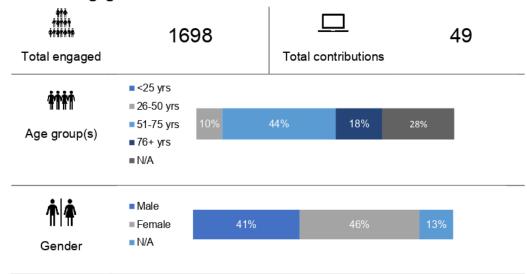
67 percent of respondents who provided a submission on our Your Say platform indicated some form of support, 18 percent indicated they were not in favour and 15 percent indicated a neutral position towards the draft policy.

A number of key themes were identified in the submissions from respondents. These are identified in the summary table below and further extrapolated in the findings of this report.

Whilst much of the commentary from respondents was beyond the scope of the draft policy, minor amendments have been made to improve clarity and intent in a number of areas. These include risk management planning, cultural burning practices, community engagement, fire trail management and climate change. Further minor amendments have also been made as a result of general community feedback and internal remarks.

All direct quotes in this report are from excerpts of engagement records and the individuals provided permission.

#### 1.1. Who we engaged<sup>2</sup>

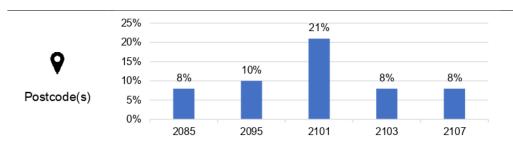


<sup>&</sup>lt;sup>2</sup> No demographic data was captured for respondents who contributed feedback outside of Your Say.



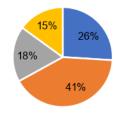
<sup>&</sup>lt;sup>1</sup> Community and stakeholder views contained in this report do not necessarily reflect the views of the Northern Beaches Council or indicate a commitment to a particular course of action.





5 postcodes with most submissions reflected on graph only





- Support
- Support with changes
- Do not support
- Neutral

Risk management planning
Level of fire management works



Feedback

themes

Implications for other agencies

Appropriate development, land use planning and evacuation

Implementing cultural burning practices

Protecting bushland and biodiversity

Context of climate change

Community engagement considerations

Fire trail management

Bush fire hazard complaints

General feedback

#### 1.2. How we engaged



Visitors: 1092

Visits: 1381

Av. time onsite: 1 min

30 secs

Have Your Say (Policies 2020 page)



Post: 1 Council Facebook post + boost

Reach: 4211

Social media



Community Engagement newsletter: 3

Distribution: 20,000





Electronic direct mail	Council eNews: 4	Distribution: 150 000
(EDM)	Stakeholder email: 2	Distribution: 107
	Introductory video: 1	Views: 71
Videos		
<b>_</b>		
Key stakeholder engagement	Meeting: 1	Attendance: 7
<b>6</b> 9	Appointment booking tool (Calendly): 1	Appointments: 4
Phone		
***	Form: 1 Your Say comment form	Contributions: 39
Survey and form	Email or letter comments: 6	

## 2. Background

Council's policy harmonisation process has identified that a policy is required for bush fire management to ensure a consistent approach across the Northern Beaches Council area.

The Northern Beaches area is exposed to high levels of bush fire risk. The draft Policy provides a framework for Council in managing its risk, and how risk can be better managed in the community.

The development of the draft policy was undertaken in consultation with relevant internal stakeholders and Council's Environment Strategic Reference Group (ESRG).

Public consultation on this draft policy is important to clarify responsibility and messaging around the need to work together to reduce bush fire risks.

Related projects include the Environment and Climate Change Strategy, the Bushland and Biodiversity Policy and the Community Safety Plan.

# 3. Engagement objectives

- Objective 1: build community and stakeholder awareness of participation activities (inform)
  - We promoted the project via Council's E-News, Have Your Say, and Religious and Cultural Leaders newsletters.
  - We promoted the project and encouraged people to have their say on the draft policy via a post on Council's Facebook page.





- We sent emails to resident associations in the Northern Beaches LGA and to people who had provided a submission on the draft Bushland and Biodiversity Policy, informing them about the public exhibition of this draft Bush Fire Management Policy.
- Objective 2: provide accessible information so community and stakeholders can participate in a meaningful way (inform)
  - We provided some information online via the Your Say project page<sup>3</sup>, including frequently asked questions (about the draft policy and about bush fire preparedness in general) as well as the Northern Beaches Bush Fire Prone Land Map. We also provided links to Council's Bush Fire information and Emergency Preparedness information pages.
- Objective 3: identify community and stakeholder concerns, local knowledge and values (consult)
  - Feedback was collected through an online submission form on the Your Say project page, with email and written comments also accepted. Contact details for the project manager were provided should anyone have a question.
  - We also provided people with the opportunity to book a phone appointment with the project manager via the Calendly app.

#### 4. Engagement approach

Community and stakeholder engagement for the Bush Fire Management Policy project was conducted over a 7 week period, from 4 November to 20 December 2020, and consisted of a series of activities that informed the public about the project and provided opportunities and platforms for community and stakeholders to learn more about the draft policy and provide comments.

The engagement was planned, implemented and reported in accordance with Council's Community Engagement Matrix (2017). A documented engagement approach is outlined in the Bush Fire Management Policy Community and Stakeholder Engagement Plan (October 2020).

We asked a uniform set of questions of participants in all activities. Results provide responses across a spectrum of demographics, expertise, experience and understanding of our local government area.

We were agile and responsive during the consultation period, adding content to the Your Say page, organising an onsite meeting upon request, and extending the public exhibition to ensure we heard from as many people as possible. We also provide information about the draft policy as part of a media enquiry.

Since we could not advertise in the Manly Daily, we promoted the project in four editions of Council's E-News, which had a distribution of approximately 150,000 subscribers. We also utilised Council's Facebook page to widely promote the project and link people to the Your Say page.

<sup>&</sup>lt;sup>3</sup> https://yoursay.northernbeaches.nsw.gov.au/2020-policies/bush-fire-management-policy





To help people understand the content of the draft policy and how it related to them, we created an introductory video. The video provided a summary of the draft policy and invited people to comment online or call the project manager with questions.

This report represents what Council has heard as accurately and transparently as possible by using consistent quantitative and qualitative analysis techniques.

#### 4.1. Engaging with diverse communities

Lack of access to information is a key barrier in engaging our diverse communities. This project's approach took engagement to community, rather than expecting community to come to Council.

We worked with our Youth and Community Development teams (liaisons to our young people, multicultural communities and not-for-profit organisations/community services) and utilised their platforms and networks to share information, increase project exposure and awareness, and reach a diverse audience.

During the consultation period, an invitation to provide feedback on the draft Bush Fire Management Policy was included in Council's Religious and Cultural Leaders Newsletter as part of an article on emergency preparedness. Inclusion in this newsletter is important to reach people of culturally and linguistically diverse background.

### 5. Findings<sup>4</sup>

The draft policy is challenged to balance an organisational approach with community desires and legislative requirements. Submissions were observed to vary considerably in opinion and viewpoints, ranging from outright support to comprehensive rejection of the policy.

In analysing submissions to the draft policy, it was noted that 67 percent of Your Say respondents recorded that they were either entirely in favour of the policy, or in favour but with proposed changes. What we heard from these respondents included the following:

- · The importance of risk planning and looking to the areas of our highest priorities;
- The desire for on the ground fire management works including prescribed burning, Asset Protection Zones and fire trails;
- The importance of working closely with our partner fire agencies to implement burning strategically under prescribed conditions;
- The role for cultural burning to play in fire management, and for Council to learn and growth in this space with our partners;
- The value of protecting our natural environment, cultural heritage and biodiversity;
- The planned and considered assessment of bush fire in any proposed developments or strategic planning, including the impact of development on the existing community such as evacuation planning;
- The value of engaging and partnering with our community;
- The importance of learning from our past experiences and taking into account the predictions of the future;

<sup>&</sup>lt;sup>4</sup> Note: This analysis does not include any 'late' feedback received after the advertised closing date for consultation.





 Concerns about potential bush fire hazards and more detailed question about our reserve management.

15 percent of Your Say respondents indicated that they were neutral towards the policy and a further 18 percent identified that they were not in favour of the policy. In addition to the above, what we heard from these respondents included the following:

- The negative impact that fire management works can have on our natural environment, such as by removing shelter and food sources for fauna, and by modifying vegetation communities;
- The importance of working closely with our partner fire agencies to ensure that
  prescribed burning is undertaken with appropriate planning and consideration for the
  weather so as to minimise the risk of a prescribed burn getting out of control;
- The value of reinvigorating cultural burning practices, particular around cultural burning being perceived as safer;
- The user acceptance of risk by choosing to live in or near the bush fire prone areas;
- The imposition of current statutory planning requirements when choosing to build in a bush fire prone area;
- More concerted consideration for the impact of proposed development on areas of existing development, particularly around evacuation planning for one road in and out communities;
- The broader impacts of fire management on human health, such as adverse air quality from smoke and air pollution;
- The consideration of future climate change.

Common themes were identified in the feedback from submissions and these are summarised in the table below. Commentary and responses for amendments to the policy are highlighted against the themes where appropriate.

Theme	Summary	Commentary and Council response
Risk management planning	20 submissions related to risk management planning, although views did vary widely amongst the respondents. A number of respondents acknowledged the inherent bush fire risk for which they or their community are exposed and sought the prioritisation of resources to the areas of greatest need. Alternatively, a number of respondents provided commentary around perceived lack of action in particular areas.  A number of respondents' comments in this category were also related to other key themes, for example increased fire	Risk management was an important issue for respondents. Upon review of the submissions it is noted that issues raised was generally either outside the scope or already well considered in the draft policy.  Minor amendments to improve clarity are noted and included the response below  Response:  Principles section —  Dot point 4 - Amend from 'under applicable Bush Fire Risk Management Plans' to 'any applicable Bush Fire Risk Management Plan (Risk Plan)'





management works or more considered risk management through appropriate development/land use planning. A number of respondents also touched on the importance of planning and working cooperatively with our partners to achieve the greatest impact from risk management. Other respondents highlighted the acceptance of risk in choosing to live in a bush fire prone area or believed that they were not at risk altogether.

#### Risk Management Section -

- Add 'As defined in the Rural Fires Act 1997' to the first paragraph
- Dot point 1 Amend from 'the Northern Beaches Bush Fire Risk Management Plan (Risk Plan)' to 'any current Risk Plan applicable to the Northern Beaches'
- Dot point 3 Amend from 'NSW Rural Fire Service' to 'BFMC'
- Dot point 7 Amend from 'fire risk when planning, resourcing and managing bush fire' to 'bush fire risk when planning, resourcing and being part of the management of bush fires'

#### Level of fire management works

- Levels of on the ground fire management works were a strong consideration for the respondents with 18 submissions attributed to this theme. Respondent's views did vary broadly throughout the theme falling into one of two categories, either 'not enough' or 'too much' work is being done.
- Respondents who felt that not enough bush fire management works were taking place generally expressed heightened levels of risk and proposed more extensive mechanical clearing or burning programs accordingly. Respondents who expressed that too much fire management works were taking place felt that these works had little benefit, were damaging to our environment or had serious implications on human health, for example smoke and air quality related impacts of prescribed burning.
- The strong and varied opinions of respondents in this theme reflected the balance that has been struck in the draft policy. Notably, the draft policy does not set out the degree or amount of fire management works, but rather appoints the framework for fire management in protecting life, property and our environment. Whilst the importance of fire management is recognised, submissions highlight that associated impacts need to be thoroughly considered as measured in the draft policy.

#### Response:

· No changes proposed.

## Implications for other agencies

- Levels of on the ground fire
  management works were a strong
  consideration for the respondents
  with 18 submissions attributed to
  this theme. Respondents' views
  did vary broadly throughout the
  theme falling into one of two
  categories, either 'not enough' or
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- The strong and varied opinions of respondents in this theme reflected the balance that has been struck in the draft policy. Notably, the draft policy does not set out the degree or amount of fire management works, but rather appoints the framework for fire management in protecting life, property and our environment. Whilst the importance of fire management is





Respondents who felt that not enough bush fire management works were taking place generally expressed heightened levels of risk and proposed more extensive mechanical clearing or burning programs accordingly. Respondents who expressed that too much fire management works were taking place felt that these works had little benefit, were damaging to our environment or had serious implications on human health, for example smoke and air quality related impacts of prescribed burning.

recognised, submissions highlight that associated impacts need to be thoroughly considered as measured in the draft policy.

#### Response:

No changes proposed.

Appropriate development, land use planning and evacuation

- 17 submissions addressed appropriate development and land use planning. Opinions were observed to vary between respondents as to how this should be brought into action and it was also noted that submissions drew parallels to bush fire risk commentary.
- A number of respondents agreed with the existing policy statements, particularly around supporting the statutory requirements to consider bush fire in development and strategic land use planning. A number of submissions went further to recommend that certain types of development should not be allowed in some instances or locations. This included for example preventing Special Fire Protection Purpose developments from being constructed on Bush Fire Prone Land, or to restrict any development near 'high risk areas' such as National Parks.
- Further, nine submissions included specific commentary around bush fire relocation and evacuation planning, largely motivated by current development and land use planning proposals. Whilst a number of respondents expressed the importance of considering existing development as part of strategic planning for new development, others went

 Development and land use planning was an important theme for many respondents. The commentary raised was generally consistent with the existing approach applied in the draft policy. To note, this approach stems from statutory planning requirements which seek to strike a balance between appropriate development and bush fire risk.

#### Response:

No changes proposed.





further to recommend more
concerted evacuation planning for
existing communities that are not
impacted by planning proposals.

# Implementing cultural burning practices

- Respondents showed strong support for cultural and traditional burning practices in the draft Policy with 14 submissions related to this theme. In more general terms, respondents highlighted the role that cultural burning has played in shaping our natural environment over millennia and felt that this should be strongly recognised in ongoing fire management practices.
- Respondents however did vary more widely on how they felt that this should be included into the draft policy and more so brought into practice. Whilst some respondents suggested that cultural burning had been missed from the draft policy altogether, others recommended for it to be more prominent, with some suggesting it should form the underlying basis for all fire management works.
- A number of respondents also included recommendations for how Council can consider this operationally outside the scope of the policy, for example through engaging cultural burning practitioners or for Council to recruit suitably qualified staff.

The draft policy recognises cultural burning practices along with other important reasons for using fire in the landscape under the collective term of 'prescribed burning' with Aboriginal heritage also integrated. With regards to cultural burning, the draft policy sets the framework for Council to work with the BFMC and our partners so as to employ cultural burning practices where possible and integrate these into contemporary fire management techniques.

#### Response:

#### Principles section -

 Add 'Managing fire so as to protect Aboriginal cultural heritage'

#### Protecting bushland and biodiversity

- Protecting our natural bushland and biodiversity on the Northern Beaches was a strong and consistent motivation for respondents with 12 submissions linked to this theme. Unlike some other themes, respondents who expressed this consideration for the most part highlighted consistent concern for the impact of fire on our natural environment.
- A number of responses consider that hazard reduction burning was damaging to the native flora and fauna by directly killing plants and

The natural environmental values were strongly supported by respondents. Whilst the overriding priority within the draft policy is the protection of life, property and our environment, it is acknowledged that works to abate the bush fire threat can impact on the natural environment. As such, the draft Policy seeks to strike a balance through the requirement for environmental assessments and detailed consideration of flora, fauna and Aboriginal heritage before prescribed burning whilst not negating





animals, removing food and
habitat sources, encouraging
predation, or increasing weed and
pest animal incursion.

- It was noted by other respondents the importance of low intensity prescribed burning over high intensity wildfire due to the impact of intense bush fires on the environment.
- In a number submissions, responses described recent occasions where prescribed burning had either escaped control or had perceived impacts on the environment, leading respondents to question the need for the activity altogether.

the need for mitigation works to take place.

#### Response:

#### Principles section -

 Dot point 7 - Amend from 'risk mitigation' to 'bush fire management activities'

#### Fire Management section -

 Dot point 12 - Amend from 'fuel' to 'bush fire risk'

#### Context of climate change

- Seven respondents discussed climate change in their submission. Different viewpoints were noted on this theme. These included:
  - that climate change should be more robustly considered in the policy and,
  - that there is a perceived lack of evidence for climate change, suggesting that climate change should not be considered in the policy altogether.
- A number of submissions went further to recommend larger or more intense operational fire management works to account for climate change, for example wider Asset Protection Zones or more prescribed burning.

#### Comments from the majority of respondents agreed with the existing approach in the draft policy by highlighting the importance of considering and accounting for future climate change. With the intent of the policy to set the overarching framework, it was noted that comments relating to on the ground works would be more appropriately considered in operational plans, such as reserve fire management planning.

#### Response:

#### Principles section -

 Dot point 6 - Amend from 'NSW Rural Fire Service' to 'BFMC'

## Community engagement considerations

- Seven respondents also considered community engagement as part of their submission. Although commentary was varied, respondents contextualised the importance and role that community engagement has to play in bush fire management.
- Respondents highlighted that community engagement not only has an important function in better preparing our residents and

 The comments from respondents resonated with the existing approach in the draft policy by highlighting the importance of engagement to create a more involved, adapted and resilient community.

#### Response:

#### Community Engagement section -

 Dot point 2 - Amend from 'Working with our BFMC partners, facilitate residents' preparation for bush fire.





	creating a more resilient community; but also to involve and include the community in important fire management works.  Submissions also highlighted the challenges in operational planning for our partner fire agencies and the BFMC in developing an effective and contemporary community engagement program.	Residents who choose to live in bush fire prone areas must' to 'Support our BFMC partners to facilitate residents' preparation for bush fire impact. Residents who choose to live in bush fire prone areas should'
Fire trail management	Five submissions to the draft policy considered fire trails and their management. Whilst opinions from respondents varied, in general comments were about the location and ongoing maintenance on these trails in the landscape. A number of these respondents touched on the importance of trail maintenance, particular in relation to vegetation management; whilst others highlighted the multi-use nature of some trails and the significance of assessing impacts of maintenance works on the surrounding community and environment.	Comments from respondents were consistent with the existing approach in the draft policy including for Council to maintain a network of fire trails and to consider impacts of management works on the environment and community    Response:   Fire Management section -     Dot point 7 - Amend from 'Maintain a network of designated service trails in accordance with the Risk Plan and FAFT Plan' to 'Identify, construct and maintain a network of strategic and tactical fire trails in accordance with the FAFT Plan'
Bush fire hazard complaints	A number of respondents directly highlighted concerns for the bush fire threat from Council land near their property as part of their submission.	As noted in the draft policy, Council has legislative responsibility to refer all bush fire hazard complaints which it receives to the NSW Rural Fire Service to investigate per the requirements of the Rural Fires Act 1997.  Consequently, two matters which were raised during the exhibition period were referred to the NSW Rural Fire Service, and information was provided to another customer on how to make a complaint.  Response:
General feedback	During the period of public exhibition a number of minor typographical and grammatical errors were identified, for example incorrect tense.     A number of submissions and internal Council feedback also recommended specific wording changes or additional points to	No changes proposed     A number of minor corrections and wording adjustments have been made throughout various sections of the draft policy in relation to feedback received.     Note - Only more substantial updates are listed below. Updates that were deemed to have minimal or no impact on the policy approach are not listed,





clarify the existing policy approach and intent.

for example updates to the Policy definitions.

#### Response:

Policy Statement section -

· Add 'negative'

Fire Management section -

 Dot Point 11 – Add 'Avoid impacts on Aboriginal archaeological sites by implementing on-site mitigation measures'

Community Engagement section -

 Dot point 3 - Add 'Work with our BFMC partners and welfare service providers to identify vulnerable residents living on bush fire prone land, provide information and connect them with relevant programs and initiatives'

Land Use Planning section -

- Dot point 7 Add 'Support the NSWRFS by providing functions in accordance with the current District Service Agreement listed in the 'References and Related Documents' below.'
- Dot point 8 Add 'Support the BFMC to establish and maintain Neighbourhood Safer Places and Community Fire Units through the provision of appropriate Council land.'
- Dot point 9 Amend from 'data and mapping is integrated with bush fire management practices to avoid and minimise impacts on flora and fauna" to "and Aboriginal heritage data and mapping is integrated with bush fire management practices to avoid and minimise impacts on flora, fauna and sensitive sites'





## 6. Questions and responses<sup>5</sup>

Question	Response
Prescribed burning can get out of control, how is the particular day selected for a burn to go ahead and what if happens if something goes wrong?	Planning for a prescribed burn typically starts many weeks or months in advance with careful consideration by fire agencies and land managers before a burn is implemented. This includes the preparation of an environmental assessment and a prescribed burn plan, both of which consider where and how the burn will be undertaken in detail. In the lead up to selecting a burn date, fire agencies and land managers closely monitor forecast weather conditions to choose the most appropriate date in line with operational priorities and planning requirements. For example, the burn will not go ahead if firefighting resources are not available or the forecast weather conditions do not meet the prescription in the prescribed burn plan. Notification is then provided to neighbours and stakeholders in the lead up to the proposed burn date.
	With conducting prescribed burning comes an element of risk that on occasion things may not go to plan. Fire agencies and land managers closely monitor the implementation of burning on the day, including observed weather against forecast conditions. Should an unexpected change occur on the day, burning is either halted if safe to do so, or contingency plans are enacted as part of the prescribed burn plan.
Will the policy mean that there be more prescribed burning or clearing?	The draft policy sets the framework for Council's already significant bush fire management program. Council works very closely with the Northern Beaches Bush Fire Management Committee to maintain an extensive network of Asset Protection Zones throughout the Local Government Area; as well as with our partner fire agencies to plan, prepare and undertake a considerable prescribed burn program to manage fuel loads throughout Council bushland reserves.
Fire is damaging to our native flora and fauna, how is our natural environment considered during prescribed burning?	Our natural environment across the Northern Beaches has evolved over millennia with fire in the landscape. Many of our natural ecosystems are able to adapt to respond positively to the impacts of fire, with a large number of species reliant on fire as an essential part of their lifecycle. That said, fire is also known to be damaging to some ecosystems or species, for example too frequent fire can lead to a loss of certain species and biodiversity.
	Not only is prescribed burning a crucial strategy use by fire agencies and land managers to reduce fuel loads near assets but given the adaptation of our natural environment it is also one of the most environmentally sensitive instruments available. Whilst protecting life and property remains the overriding priority in conducting any prescribed burning, it is important that the environmental impacts are also appropriately considered. These are considered through the most appropriate

<sup>&</sup>lt;sup>5</sup> The questions in the table are a composite of various questions asked during consultation related to a particular topic.





	environmental approval pathway and ensure that prescribed burning does not have a significant impact on our environment.
Is cultural burning included in the draft policy, and how can Council become more involved in this space?	Yes, cultural burning is included in the draft policy. Cultural burning forms an important component of prescribed burning and Council intends to seek to integrate traditional burning practices into contemporary fire management practices where possible, particularly where these improve risk mitigation and environmental outcomes.
	Council resources are however finite and must be prioritised to the areas of highest risk. As such Council is continuing to work with our partners on the Bush Fire Management Committee to develop how cultural burning will look and shape into the future.
Can all bush fire risk be managed?	Living so close to the natural bushland on the Northern Beaches comes with an element of bush fire risk. Not all areas are exposed to the same risk, with the level of threat dynamic through the landscape based on a range of contributing factors. Whilst the bush fire risk can be mitigated, it can never be completely eliminated and finite resources must be prioritised to target the areas of the greatest risks.
Why do we keep building near the bush if it is so high risk?	The draft policy sets out Council's bush fire management framework around already existing extensive planning requirements for building in bush fire prone areas, as outlined by the NSW Rural Fire Service document Planning for Bush Fire Protection, 2019.
	The draft policy does not prohibit development in bush fire prone areas, but points to the appropriateness of development with the knowledge that some areas in the Northern Beaches are exposed to the highest levels of bush fire risk. The draft policy highlights the importance of strategic planning and development to avoid unnecessary risk, provide adequate bush fire protection measures and emphasise private landholder obligations.
What impact will climate change have on fire management?	Long-term forecasting and modelling predict there will be increasing frequency and severity of fire events correlating with altered rainfall and drought patterns. As the dryness of more areas increases beyond levels historically considered normal, the footprint of areas with a propensity to burn is likely to increase (Australasian Fire and Emergency Services Authorities Council, Bushfires and Community Safety Position Paper, 2019).
	The draft policy is an important step towards planning for more people on the Northern Beaches being affected by bush fires, and more communities recovering from the often long-lasting impacts on health and wellbeing.
What is planned for the Council reserve near my property?	Council from time to time creates detailed fire management plans for individual reserves that assist in determining our prescribed burnings programs, Asset Protection Zone configurations and Fire Trails. They can be a useful tool in





integrating many of the site-specific requirements that need to be considered when managing bush fire risk at a local scale.

These plans are available on Council's website using the following link:

https://www.northernbeaches.nsw.gov.au/environment/natural-hazards/bush-fires/bush-fire-management-plans

I'm concerned about the bush fire threat near my property, what can I do? If you are concerned about a bush fire hazard on your property, or the property adjacent to you, the NSW Rural Fire Service can provide advice regarding preparing your property against bush fires and what you have to do in the event of a bush fire. This advice is free and can be arranged by contacting your local NSW Rural Fire Service Fire Control Centre.

The NSW Rural Fire Service is responsible for inspecting bush fire hazards, providing advice and if necessary, issuing notices to all landowners and managers to reduce hazards. If you believe there is a bush fire hazard near your property, you can make a formal complaint by:

- Contacting your local NSW Rural Fire Service Fire Control Centre, in person, via email, mail, fax or phone, or:
- Filling in the NSW Rural Fire Service online Bush Fire Hazard Complaint Form
   at: <a href="https://www.rfs.nsw.gov.au/plan-and-prepare/know-your-risk/Bush-fire-hazards-and-your-property/reporting-a-bush-fire-hazard.">https://www.rfs.nsw.gov.au/plan-and-prepare/know-your-risk/Bush-fire-hazards-and-your-property/reporting-a-bush-fire-hazard.</a>

The NSW Rural Fire Service will arrange for an inspection of the site to determine if a bush fire hazard exists. The landowner or the manager of the land will be notified separately of the results. Privacy legislation prevents the disclosures of your details.







## Appendix 1 Community and stakeholder responses (verbatim)\*

Matt Horwood

From: Sent: Sunday, 20 December 2020 11:58 PM
To: Council Mailbox
Cc: BUSH FIRE MANAGEMENT POLICY

Categorles: both a large association with the Angenbare Receive since being

has had a long association with the Angophora Reserve since being instrumental in its creation. This has given us a clear insight into the challenges of bush fire protection and management.

We compliment Council on the new Bush Fire Management Policy which we consider a clear and thorough policy statement.

However we have the following comments----

In the RISK MANAGEMENT section reference is made to "Implement actions within the Northern Beaches Fire Risk Management Plan."

As we are not aware of this plan could the reference be to the Warringah Pittwater Bush Fire Management Plan of 2008 ?

In the FIRE MANAGEMENT section reference is made to "Planning and preparation for bush fire management will be undertaken using all

appropriate methods including but not limited to prescribed burning----etc.

It is our belief that this policy is not currently being met for Angophora Reserve. A very thorough management plan comprising ten zones is in

place after very extensive consultation , including input from \_\_\_\_\_ , but it is now years behind its proposed schedule. Of course such schedules

are always weather dependent but the problem here is that when suitable weather windows are available NSW Fire and Rescue repeatedly do

not have the resources to undertake this prescribed burning, despite all containment lines and preparations having been made by Council.

This is not a criticism of Fire and Rescue management but they simply dont have adequate resources to complete all their obligations during

these suitable weather periods and years go past with nothing being achieved for Angophora Reserve. To meet this Policy objective we suggest returning to NSW Rural Fire Service who undertook these burns up to 2004 and can bring additional resources.



\* Personal details have been redacted where possible. Spelling and grammatical errors have been amended only where misinterpretation or offence may be caused.





#### **Matt Horwood**

From:

Friday, 11 December 2020 11:45 AM

Sent: To:

Council Mailbox Comments on NBC Draft Fire Management Policy -

Attachments: Draft\_Northern\_Beaches\_Bush\_Fire\_Management\_Policy

Categories:

Subject:

ATTENTION: Matt Horwood,

Hi Matt, Firstly, well done on getting some traction on the development of a draft Fire Management Policy, not an easy assignment.

We also appreciate the opportunity to be able to provide feedback on the draft.

Attached is a pdf with suggestions and comments for your consideration.

We hope that they are useful.





## northern beaches **Council Policy Bush Fire Management Policy Statement** This policy sets out Council's approach to effective risk and location based bush fire management throughout the Ng hern Beaches Local Government Area (LGA) in order to protect life and reduce the impact of the i Principles Council is jommitted to: Indertaking pro-active measures to protect life and property from bush fires Partnering and engaging with the community to support them in understanding bush fire risk, appropriately managing bush fire risk on their property, and increasing their resilience to Supporting emergency services in he preven of, and the preparation, response and recovery for bush fire emergencies. Complying with all relevant legislation, standars, codes and plans including delivering Council's obligations under applicable Bus reliere Risk Management Plans, and the Northern Beaches Bush Fire Mana ement Committee (BFMC). Ensuring that future development appropriately incorporates bush fire protection and risk management requirements that are appropriate to their location. Planning for climate change impacts on bush fire behavior in conjunction with the NSW Rural Fire Service. r using best available information Ensuring environmental impacts associated with risk miligation are appropriately considered, and avaided where it is safe to do so. Policy Scope This Policy applies to all employees, agents, officers, councillors, committee members, residents, workers and visitors of the Northern Beaches Council. This policy applies to all land owned by Northern Beaches Council or for which Council has responsibility as land manager, and to all private land within Council's boundaries. 13e policy does not apply to National Parks, or Crown, State and Federal lands over which Council has no invisibility. jurisdiction. Land tenures within Council's boundary are outlined as per Figure 1 in Appendix 2. Effective Date: Bush Fire Management





## Summary of Comments on Bush Fire Management

Page: 1		
'Council's role i during fire eme	rgencies. Council also contributes to bu	Date: 8/12/2020 9:04:21 AM  mager, a land-use planner and regulator, fire permit authority and as a support agency shifter planning and operations as a member of the Northern Beaches District Bush Fire cal Emergency Management Committee.
	ger Council has statutory responsibilitie er and regulator Council has responsibili	s under the Rural Fires Act to minimise the occurrence and spread of bush fires etc and a titles under the EPA Act to etc
Number: 2	Author: R Subject: Sticky Note	Date: 8/12/2020 8:28:14 AM
Impacts of bush	n fires can also be positive. Therefore pe	rhaps change to 'the negative impacts of"
	Author: R Subject: Sticky Note of point: 'Systematically identifying, nd any best practice guidelines'.	Date: 11/12/2020 10:23:40 AM , assessing, treating and monitoring bush fire risk in accordance with AS/NZS IS
	Author: R Subject: Sticky Note ding to 'Minimising the risk of bush fi cological, cultural and other objectives'.	Date: 8/12/2020 9:02:57 AM ire damage to life, property and the environment and using fire as a tool to achieve land
Number: 5 Undertaking pr	Author: R Subject: Cross-Out Date o-active measures to protect life and pr	
Number: 6 As Council also authorities in b	Author: R Subject: Sticky Note provides support whether it is an emerg ush fire prevention, preparation and pla	Date: 11/12/2020 9:26:51 AM gency or not, maybe a better wording as follows: 'Supporting fire and emergency nning, response and recovery'.
Number: 7	Author: R Subject: Cross-Out Date	
	of, and the preparation, response and r	
	Author: R Subject: Sticky Note gations this is not comprehensive. It is p te this dot point.	Date: 11/12/2020 10:19:05 AM berhaps better to define Council's role in the Introduction and not as a principle as per
change impacts		Date: 11/12/2020 9:25:44 AM aviour and requires collaboration with not just RFS. "Mitigating and adapting to climate ict on social, cultural and environmental values" is perhaps a more holistic statement as a ' - see Appendix 1).
Number: 10	Author P. Subjects Sticky Note	Date: 11/12/2020 9:26:12 AM
not just for 'risk		nent activities' generally. Perhaps a better wording might be "Ensuring appropriate in place to minimise the risk of negative impacts arising from bush fire activities.
Number: 11 Adopting best	Author: R Subject: Sticky Note practice risk management (i.e ISO 31000	Date: 8/12/2020 7:52:09 AM  Risk management principles and guidelines) in managing bush fire risk.
Number: 12 Additional state	Author: R Subject: Sticky Note ement Managing fire so as to improve	Date: 8/12/2020 7:52:17 AM Aboriginal people's connection with Country.
Number: 13 The policy does	Author: R Subject: Cross-Out Date s not apply to National Parks, or Crown,	: 8/12/2020 7:53:03 AM State and Federal lands over which Council has no jurisdiction.
	Author: R Subject: Sticky Note sary and suggests that other landholde erence to other agency's bush fire mana	Date: 11/12/2020 9:23:43 AM ers may not have similar policies in place. If it is decided to leave this in, then consider agement policies.
Number: 15	Author: R Subject: Sticky Note	Date: 11/12/2020 9:24:18 AM
The inclusion o		ght also be considered appropriate as an appendix.  Date: 8/12/2020 7:57:00 AM
Number: 16	Author: R Subject: Sticky Note	





#### **Policy Application**



#### Risk Management

All land managers have a responsibility to manage bush fire risk and provide an integrated and best practice approach to minimising the impact of bush fires on the community and the local environment. On the Northern Beaches, bush fire risk can arise from smoke, radiant heat, flame contact and/or ember attack (noting that ember attack is the risk that affects most properties in this

Council will apply the following approaches:

- I plement action within the Northern Beaches Bush Fire Risk Management Plan (Risk Plan).
- Employ risk based decision-making using a holistic understanding of bush fire risk, including vegetation type, topography, data, vulnerability, capacity, and exposure.

  Prioritis of fort and resources to reduce risks that have the greatest potential impact,
- in consultation with the NSW Rural Fire Service.
- Ensure Council's compliance with the Rural Fires Act 1997 and all other relevant legislation, standards, codes and plans as listed in the 'References and Related Documents' below so as to Sinimise the risk posed by bush fire to the Northern Beaches community.
- Support the community in understanding the continual threat that bush fire risk will pose, and how they can implement appropriate risk management while continuing to meet environmental obligations.
- Work with stakeholders that neighbour Council land to reduce vulnerability to bush fire - this includes the collective responsibility of State and local government, landowners, industry and the community, and collaboration between those stakeholders.
- Incorporate forecasts of future changes in fire risk when planning, resourcing and managing bush fire on the Northern Beaches.

#### Fire Management

Council will work collaboratively with members of the BFMC to provide an integrated approach to bush fire management across the LGA in accordance with the Risk Plan, Fire Access and Fire Trail (FAFT) Plan and reserve-specific Bush Fire Management Plans.

Council will apply the following approaches:

- Planning and precaration for bush fire management will be undertaken using all appropriate neth ds available to Council including but not limited to prescribed burning, maintenance of Asset Protection Zones (APZs), fuel load reductions and fire
- Work with the BFMC to maintain the currency of the Risk Plan, FAFT Plan and Council Reserve Bush Fire Management Plans.
- Implement strategic fuel management works, including the preparation of control lines, so that Council and agencies, in particular the NSW Rural Fire Service (NSWRFS) and Fire + Rescue NSW (FRNSW), can undertake prescribed burning in Council bushland reserves. This may include hazard reduction, ecological and cultural burns.

Effective Date: Bush Fire Management Page 2 of 8





### Page: 2

Author: R Subject: Sticky Note	
	nsider a different structure i.e. define strategies under the following headings Prevention
d Planning, Kesponse and Recovery. Mor ents.	re feedback / guidance on this approach can be provided if you decide to restructure base
Author: R Subject: Sticky Note	Date: 8/12/2020 8:12:39 AM
below in the fourth dot point.	
Author: R Subject: Sticky Note	Date: 8/12/2020 8:22:13 AM
efined as a principle. Use 'Employ' to b	e consistent with other verb states.
Author: R Subject: Sticky Note	Date: 11/12/2020 9:27:52 AM
e a rewording of the point above, it cou	ld be combined, and lifted to be a principle related to risk management.
Author: R Subject: Sticky Note	Date: 11/12/2020 9:29:34 AM
s without saying and I feel is probably b	est captured in the Introduction. See references for additional relevant statutory plans.
Author: R Subject: Sticky Note	Date: 8/12/2020 9:45:49 AM
	luplication and poor wording below. Co I Planning, Response and Recovery. More ents.  Author, R Subject: Sticky Note I below in the fourth dot point.  Author, R Subject: Sticky Note effined as a principle. Use 'Employ' to b  Author, R Subject: Sticky Note e a rewording of the point above, it cou  Author, R Subject: Sticky Note is without saying and I feel is probably b





- Seek to integrate traditional & ecological burning practices and five regimes into current practices particularly where it improves risk mitigation and environmental outcomes.
- In areas with existing development, Council will maintain APZs on Council land
  adjoining private properties in consultation with NSWRFS. In the absence of
  prescriptive APZ widths, those widths will be determined in consultation with the
  NSWRFS and/or Fire Management Plans that apply to the subject site.
- In areas of new development, Council will apply relevant State government guidelines/protocols to set APZ requirements and ensure appropriate APZs can be achieved on the land being developed.
- Maintain a network of designated per / ce trails in Council bushland in accordance with the Risk Plan and FAFT Plan to ensure vehicular access for fire suppression and fire management purposes.
- Ensure bush fire hazard complaints are referred to the NSWRFS for review and determination, and implement and document any recommended actions in a timely manner.
- Assess the environmental impacts of proposed fuel management works prior to undertaking the works in accordance with the Bush Fire Environmental Assessment Code for New South Wales, or other relevant approval pathway.
- Ensure that burn planning considers potential impacts on flora an una and that impacts are minimised by implementing on-site mitigation measures.
- Integrate Council's bush regents tion program and Bushcare volunteer program in a manner supportive of fuel regular agement objectives.
- Grivate land holders wishing to implement strategic fuel management works including
  vegetation removal, burning etc, shall ensure compliance with the requirements of
  appropriate regulatory authorities including but not limited to the NSWRFS, FRNSW,
  NSW Environment Protection Authority, Department of Planning, Industry and
  Environment (or their successors) and/or Council.

#### Community Engagement

The safest action to protect life is for people to avoid the risk. An engaged community is crucial to ensuring they are informed and actively involved in preparedness and responses to bush fire risk.

Council will apply the following approaches:

- Work with the BFMC and our partners and neighbours to ensure the community
  understands bush fire threat. This includes facilitating community engagement in bush
  fire prone areas on bush fire mitigation and management so that responsibility for bush
  fire management is acknowledged and appropriately shared through governments,
  agencies, industries and individuals taking individual and combined actions.
- Working with our BFMC partners, facilitate residents because the partners of the partners of the partners of the property.
   Working with our BFMC partners, facilitate residents because the partners of the partners
- Increase and improve the resilience of our community by supporting and facilitating prevention, preparation, response and recovery activities for bush fire hazards as

Effective Date: Version Bush Fire Management Page 3 of 8





## Page: 3

Number, 1	Author: R Subject: Sticky Note	Date: 11/12/2020 9:44:11 AM
diversity of fire	regimes on Council reserves in order to ection with Country' outcomes such as co	ces means. Perhaps reword to: 'Apply appropriate fire management zones to achieve a balance risk mitigation, environmental and cultural outcomes across the region' and ultural burns or Aboriginal engagement in fire management programs elsewhere (as per
Number: 2	Author: R Subject: Sticky Nate	Date: 11/12/2020 9:51:51 AM
identify and ma	aintain a defensible space or alternative	on for Council, if left unqualified. "Council will work co-operatively with neighbours to strategies on Council reserve boundaries for both firefighter safety and property its with neighbours for manual clearing of vegetation (10/50) may be options.
Number: 3	Author: R Subject: Sticky Note	Date: 11/12/2020 9:55:37 AM
Identify, constr and Fire Trail S		and tactical fire management access trails in accordance with the appropriate Fire Access
Number: 4	Author: R Subject: Sticky Nate	Date: 11/12/2020 10:06:04 AM
activities are as	sessed and approved in accordance with	sment statement eg "Ensure that the environmental impacts of all bush fire management h the <i>Environmental Planning and Assessment Act 1979</i> (including the Bush Fire I Clearing Code of Practice) and audit compliance with any Council conditions of approva
Number: 5	Author: R Subject: Sticky Nate	Date: 11/12/2020 9:57:51 AM
	Author: R Subject: Sticky Nate it "bush fire risk management objectives	
Control Comments of the Comment	t "bush fire risk management objectives	
not just fuel bu Number: 6 Private land ho with the requin	t "bush fire risk management objectives Author: R Subject: Cross-Out Date olders wishing to implement strategic fur ements of appropriate regulatory autho	
not just fuel bu Number: 6 Private land ho with the requin Authority, Dep Number: 7	t "bush fire risk management objectives Author: R Subject: Cross-Out Date Iders wishing to implement strategic fu ements of appropriate regulatory autho artment of Planning. Industry and Envirc Author: R Subject: Sticky Note	* : 11/12/2020 10:02:51 AM el management works including vegetation removal, burning etc. shall ensure complianc rities including but not limited to the NSWRFS, FRNSW, NSW Environment Protection
not just fuel bu Number: 6 Private land ho with the requin Authority, Dep Number: 7	t "bush fire risk management objectives Author: R Subject: Cross-Out Date Ilders wishing to implement strategic fu ements of appropriate regulatory autho artment of Planning, Industry and Enviro	t 11/12/2020 10:02:51 AM el management works including vegetation removal, burning etc. shall ensure complianc rities including but not limited to the NSWRFS, FRNSW, NSW Environment Protection comment (or their successors) and/or Council.
not just fuel bu Number: 6 Private land ho with the requin Authority, Dep Number: 7	t "bush fire risk management objectives Author: R Subject: Cross-Out Date Iders wishing to implement strategic fu ements of appropriate regulatory autho artment of Planning. Industry and Envirc Author: R Subject: Sticky Note	t 11/12/2020 10:02:51 AM el management works including vegetation removal, burning etc. shall ensure complianc rities including but not limited to the NSWRFS, FRNSW, NSW Environment Protection comment (or their successors) and/or Council.





outlined in the State Emergency & Rescue Management Act, 1989 and associated State and Local Emergency Management Plans.

 Ensure that preparation and adoption of any revisions to the Northern Beaches Bush Fire Prone Land Map includes community engagement and communication.

#### Land Use Planning

The most important objective for strategic planning regarding bush fire management is to identify whether new development is appropriate subject to the identified bush fire risk on a landscape scale, as identified in NSW Rural Fire Service's Planning for Bush Fire Protection: a guide for council, planners, fire authorities and developers, November 2019 (Planning for Bush Fire Protection 2019). This policy places a strong emphasis on strategic bush fire planning having regard to economic, social and environmental matters.

Council will apply the following approaches:

- Consistent consideration of Planning for Bush Fire Protection 2019
- Consider and be consistent with Council's Community Strategic Plan and Local Strategic Planning Statement and with all other relevant strategic planning policies (such as existing and forthcoming Local Environment Plans (LEPs) and Development Control Plans (DCPs)).
- Reduce risk and increase resilience through effective land-use planning and building controls, supported by legislation, policy, guidance material and expert advice.
- Development applications for properties at risk from bush fire will provide for and accommodate adequate bush fire protection measures. Council bushland shall not be made available to accommodate bush fire risk associated with new development.
- Council's LEPs and DCPs appropriately manage bush fire evacuation risk by considering whether future development will result in an increase in people/properties at risk and/or an increase in the vulnerability of existing communities.
- Consistently review and update the Northern Beaches Bush Fire Prone Land Map. The latest Bush Fire Prone Land Map was certified on the 7<sup>th</sup> August 2020 and will be reviewed every 5 years.
- Ensure that biodiversity data and mapping is integrated with bush fire management practices to avoid and minimise impacts on flora and fauna wherever possible.

#### References and related documents

#### Related Legislation

- Rural Fires Act 1997
- Rural Fires Regulation 2013
- Local Government Act 1993 and associated regulations
- Biodiversity Conservation Act 2016
- Biodiversity Conservation Regulation 2017
- Environmental Planning and Assessment Act 1979

Effective Date: Version Bush Fire Management Page 4 of 8



## Page: 4

Number: 1	Author: R Subject: Sticky Note	Date: 11/12/2020 11:43:21 AM
Additional poin	t: 'Continuing to support the RES and vi	olunteer rural fire brigades in the District by providing Council land and well maintained
facilities for the	establishment of rural fire stations, fire	control centres and other support infrastructure'.
facilities for the Number: 2	establishment of rural fire stations, fire Author: R Subject: Sticky Note	control centres and other support infrastructure'.  Date: 11/12/2020 11:41:43 AM





- Protection of the Environment Operations Act 1997
- State Emergency and Rescue Management Act 1989

#### Related Policies (Council & Internal)

- Draft Bushland & Biodiversity Policy 2020
- Shape 2028 Northern Beaches Community Strategic Plan 2018 2028
- Protect, Create, Live, Northern Beaches Environment and Climate Change Strategy 2040

#### Related Documents

- Final Report of the NSW Bushfire Inquiry 2020
- Royal Commission into National Natural Disaster Arrangements, Draft Propositions, Counsel Assisting, 31 August 2020
- Warringah Pittwater Bush Fire Risk Management Plan 2010
- Manly, Mosman, North Sydney Bush Fire Risk Management Plan 2010
- Bush Fire Environmental Assessment Code for New South Wales 2006
- 10/50 Vegetation Clearing Code of Practice for New South Wales 2015
- NSW Rural Fire Service, Planning for Bush Fire Protection: A guide for councils, planners, fire authorities and developers, November 2019
- Northern Beaches Bush Fire Prone Land Map 2020
- NSW Rural Fire Service, Standards for Asset Protection Zones
- NSW Rural Fire Service, Standards for Low Intensity Bush Fire Hazard Reduction Burning
- NSW Rural Fire Service, Standards for Pile Burning
- NSW Rural Fire Service, Bush Fire Survival Plan



#### Definitions

Definitions relevant to this policy are included as an attachment in Appendix 1.

#### Responsible Officer

Executive Manager, Environment and Climate Change

#### **Review Date**

30 October 2025

Effective Date: Version Bush Fire Management Page 5 of 8





#### Page: 5

Author: R Subject: Sticky Note Date: 8/12/2020 9:18:39 AM

Northern Beaches Fire Access and Fire Trail Plan (Draft, Dec 2020)

Ku-ring-gai Chase NP Fire Management Strategy

Garigal NP Fire Management Strategy

Community Protection Plans eg Terrey Hills, Bayview, Oxford Falls etc

Council Reserve Fire Management Plans eg Angophora and McKay Reserves, Stony Range, Scotland Island etc





#### **Revision History**

Revision	Date	Change	TRIM#
1	20/10/2020	Draft Bush Fire Management Policy for public exhibition	2020/536391



#### Appendix 1 - Definitions

Asset Protection Zone (APZ): is a fuel reduced area surrounding a built asset or structure. This is primarily concerned with protecting both public and private assets such as schools, hospitals, community centres, retirement villages and residential dwellings, but may extend to other assets or infrastructure.

#### An APZ provides:

- a buffer zone between a bush fire hazard and an asset;
- an area of reduced bush fire fuel that allows suppression of fire;
- an area from which backburning may be conducted; and
- an area which allows emergency services access and provides a relatively safe area for firefighters and home owners to defend their property.

3or existing development an APZ, its size and management will be defined in consultation with the NSW Rural Fire Service, Bush Fire Risk Management Plan, and/or Fire Management Plans that apply to the land. For new development an APZ will be defined by Planning for Bush Fire Protection (NSWRFS, 2019).

Potential bush fire fuels should be minimised within an APZ. This is so that the vegetation within the planned zone does not provide a path for the transfer of fire to the asset either from the ground level or through the tree canopy.

Bush Fire Risk Management Committee (BFMC) & Fuel Management Sub-Committee: Under the Rural Fires Act 1997 the Bush Fire Coordinating Committee (BFCC) must constitute a Bush Fire Management Committee (BFMC) for each area in the State that is subject to the risk of bush fires. The BFMC provides a forum for cooperative and coordinated bush fire management in a local area. BFMCs are responsible for preparing, coordinating, reviewing and monitoring the Plan of Operations, Risk Plan and FAFT for their area.

☑he Fuel Management Sub-Committee, which is comprised of the ☑MFC member organisations that are responsible for managing land, has been formed specifically to coordinate the details of fuel management works within the district.

Bush Fire Risk Management Plan (Risk Plan): Is a strategic document that identifies community assets at risk and sets out a five-year program of coordinated multi-agency treatments to reduce the risk of bush fire to the assets. Treatments may include such things as hazard reduction burning, grazing, community education, fire trail maintenance and establishing community fireguard groups. Each BFMC is required to prepare and submit to the BFCC a draft Risk Plan for approval. Each Risk Plan is reviewed every 5 years.

Fire Access and Fire Trail Plan (FAFT): The aim of the FAFT is to provide appropriate means of accessing land to prevent, fight, manage or contain bush fires. The document identifies a suitable network of fire trails across a BFMC area, which includes both existing and proposed fire trails and access points. Each BFMC is required to prepare and submit to the BFCC a draft FAFT for approval. Each FAFT is reviewed every 5 years.

Effective Date: Version 0.9 Bush Fire Management Page 6 of 8





## Page: 6

	and posts could be	0
Number: 1	Author: R Subject: Sticky Note	Date: 11/12/2020 9:16:21 AM
Fire regime - the	combined frequency, intensity, season	of occurrence and spatial configuration of bushfires occurring in any region.
Number: 2		
I feel that the Del	finitions needs to be more concise and	perhaps include the following terms: other fire management zone types (SFAZ, LMZ and
		oment, Planning for Bush Fire Protection, Bush Fire Environmental Assessment Code, bush ce, fire authority, backburn, fire permit, emergency, mitigation, fire regime etc
■ Number: 3	Author: R Subject: Cross-Out Date:	8/12/2020 9:20:46 AM
For existing deve	lopment an APZ, its size and managem	nent will be defined in consultation with the NSW Rural Fire Service, Bush Fire Risk
Management Pla	n, and/or Fire Management Plans that	apply to the land. For new development an APZ will be defined by Planning for Bush Fire
Protection (NSW)	RFS, 2019).	
Potential bush fir	e fuels should be minimised within an	APZ. This is so that the vegetation within the planned zone does not provide a path for
	e to the asset either from the ground le	
Number: 4	Author: R Subject: Cross-Out Date:	
The Fuel Manage	ment Sub-Committee, which is compri	ised of the BMFC member organisations that are responsible for managing land, has been
formed specifical	lly to coordinate the details of fuel man	nagement works within the district.

Author: R Subject: Cross-Out Date: 8/12/2020 9:20:03 AM

Number: 5





Fire Management Plan: Council from time to time creates detailed fire management plans for individual reserves that assist in determining burn programs, asset protection zone configurations and the like. They can be a useful tool in integrating many of the site specific requirements that need to be considered when managing bush fire risk at a local scale.

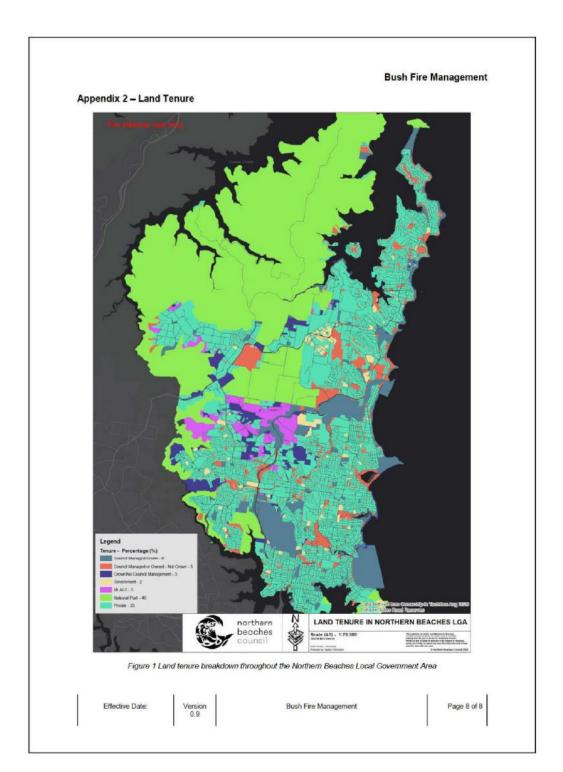
Bush Fire Prone Land Map: It is a requirement under the Environmental Planning and Assessment Act 1979 that a map be produced for each Local Government Area to which a Risk Plan applies recording all land within the area designated by the Commissioner of NSW RFS that is bush fire prone land.

An area identified as bush fire prone land is land that can support a bush fire or is likely to be subject to bush fire attack. Special construction standards and development restrictions apply to areas mapped as bush fire prone land in NSW. Each Bush Fire Prone Land Map is reviewed every 5 years.















Submission on Bush Fire Management Policy (draft)

Dear Sir or Madam,

We commend you most wholeheartedly on the Draft Bushfire Management Policy. It is great to know that the policy is being reviewed.

In particular, it is good to know that the First Nations peoples are to be increasingly involved in bushfire management in our area.

We are completely against the use of hazard reduction burns to reduce fuel load in bush which is not adjacent to developed land. The bush adjacent to developed land should be hazard-reduced under an Asset Protection Zone (APZ) scheme, but that away from development should be left alone. Hazard reduction burns in bush destroy the understory which takes decades or more to recover, and does not recover with the same mix of species. We have lived in our Davidson home for 48 years and have therefore had time to observe the results of the burning and re-burning of the bush in front of our home. For example, we can now see the sky through the remaining trees on top of the hill behind and to the Before the most recent hazard reduction burns on South-West of this hill, now quite a few years ago, when the understory was intact, no daylight was visible through the trees, and the area was suitable for many types of wildlife, especially birds. We appreciate that this land is not council managed, but it serves as an example of the long-term effects of such burns.

We oppose hazard reduction burning outside APZ areas because of the destruction of the habitat of goannas, wallabies, possums, echidnas and other wildlife. All of these need a healthy understory to survive. Those animals and birds which live in larger trees are also affected by hazard reduction burning because of loss of food supplies. Even so-called Low Burns affect the trees which are the habitats of possums and birds because (a) some of the larger trees die off after such burns, reducing the availability of nesting spaces and (b) the young trees which could have ultimately replaced the larger ones are destroyed in the burns.

Around our home, a group of Noisy Miners has taken to harassing other desirable birds and wildlife, such as black cockatoos, kookaburras and baby bush turkeys. Recently, a presenter on ABC Gardening Australia and a First Nations man, said that the over-representation of Noisy Miners is a result of the destruction of the bush understory, where other desirable birds and animals previously could easily hide from them, and abundant food was available for all.



If Council is sincere about the protection of Kookaburras and Powerful Owls, why would it unnecessarily set fire to the bush?

Fire Trails are essential. Controlling bush adjacent to them is also essential. Fire Trails can be regarded as an asset, with their own type of Access Protection Zone on either side of them. Strip burning 5 to 10 metres on either side of fire trails in the Kuringai area opposite our Davidson home has recently been done, a nice compromise between the protection of the trails and the preservation of the bush. This appears to have been done in the manner recommended by First Nations people.

Hazard reduction burns are also dangerous. We will never forget that our friend and others with her, burned to death in a hazard reduction burn which went seriously wrong in a National Park. It is not infrequent that hazard reduction burns get out of control. Where there is a risk of this, clearing of the bush by means other than burning should be undertaken. Manual clearing of APZ areas also allows the wildlife to escape more easily.

It is our opinion that the Draft Bushfire Management Policy should take into account the above observations.

We hold Bush Fire and Emergency Services personnel, both statutory and volunteer, in the highest esteem. They do an excellent job for the community.







#### **Matt Horwood**

From: Sent:

Monday, 7 December 2020 8:09 PM

To: Subject: Attachments: Council Mailbox Bush Fire Management Policy (Draft) - Submission Northern Beaches Bush Fire Management 7 Dec 2020.pdf

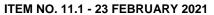
Categories:

Please see attached PDF submission

Regards,









7 December 2020

Northern Beaches Council

PO Box 82 Manly 1655.

Bush Fire Management Policy (draft)

Angophora Reserve - Clareville, Bilgola Plateau.

Having read the Draft Proposal, I would like to make the following submission:

Firstly, we LOVE the reserve and it's uniquely natural beauty, but we don't want to lose our house (everything ) in a bushfire.

My property backs onto the Angophora Reserve from

The vegetation and fuel load in the Reserve is so high now, after years of minimal management, as to be a severe bushfire hazard.

There have been no Back Burns for many years now, NO firebreaks and overhanging trees onto properties. It took 3 months after requesting, for the council contractors to finally trim overhanging trees onto my property! Others now have grown over my property since.

I attended a resident fire prevention meeting in Avalon some 4-6 years ago where we were told by the senior fireman that " if a major bushfire in the Angophora Reserve was to occur it would be catastrophic involving all the houses on the escarpment even down to the Bilgola bends and escape would be impossible." When asked about firebreaks to minimise this deadly scenario, he responded that "it would need at least a 50--meter-wide break along the escarpment". I asked him when we could expect this to happen? He looked at the **Pittwater Council** representative and said "this will never happen as the Council is bound by "green" laws prohibiting such action".

In relation to the now Northern Beaches Council and the Bush Fire Management Plan (draft) and considering your approach to effective risk management and guiding Principles:

"Council is committed to: Undertaking pro-active measures to protect life and property from bush fires."

What proactive initiatives are planned for the Angophora Reserve (in conjunction with property owner initiatives) can we expect to see to mitigate and manage the serious threat of catastrophic bush fire here?

I would suggest the following actions:

- 1. Backburn as soon as possible
- 2. Clear overhanging trees from existing properties
- Extend firebreaks/APZ's to allow emergency vehicle access and act as a REAL boundary between properties and advancing fires.
- 4. Thin out and space existing vegetation to help lower the flammable fuel load
- 5. Widen APZ's to allow public utility vehicles access to maintain existing public sewerage system

Sincerely







#### **Matt Horwood**

From: Sent:

Wednesday, 2 December 2020 12:50 PM

To: Matt Horwood

Cc:

Subject: TRIMMED: RE: Northern Beaches Council Draft Bush Fire Management Policy
Attachments: Draft\_Northern\_Beaches\_Bush\_Fire\_Management\_Policy 2-12-20.docx

Follow Up Flag: Follow up Flag Status: Completed

#### Good afternoon Matt

Attached are the Northern Beaches District Office (RFS) suggestions for additions & changes. Changes are highlighted in yellow and deletions in Red. The main aim of our suggestions is to soften the overall document to state that Council is aiming to reduce the risk from the impact of a bush fire, not remove the risk.

Any queries please let me know.

Thanks

NSW RURAL FIRE SERVICE

www.rfs.nsw.gov.au | www.facebook.com/nswrfs | www.twitter.com/nswrfs

PREPARE. ACT. SURVIVE.



1







#### **Council Policy**

#### **Bush Fire Management**

#### **Policy Statement**

This policy sets out Council's approach to effective bush fire risk and location based bush fire management throughout the Northern Beaches Local Government Area (LGA) in order to protect life and reduce the impact of bush fire on property, infrastructure and the environment.

#### **Principles**

Council is committed to:

- Undertaking pro-active measures to reduce the impact of a bush fire onto the community and to protect life and property from bush fires through mitigation & education.
- Partnering and engaging with the community to support them in understanding bush fire risk, appropriately managing bush fire risk on their property, and increasing their resilience to future risk
- Supporting emergency services in the prevention of, and the preparation, response and recovery for bush fire emergencies.
- Complying with all relevant legislation, standards, codes and plans including delivering Council's obligations under applicable Bush Fire Risk Management Plans, and the Northern Beaches Bush Fire Management Committee (BFMC).
- Ensuring that future development appropriately incorporates bush fire protection and risk
  management requirements that are appropriate to their location.
- Planning for climate change impacts on bush fire behaviour using best available information in conjunction with the NSW Rural Fire Service.
- Ensuring environmental impacts associated with risk mitigation are appropriately considered, and avoided where it is safe to do so.

#### **Policy Scope**

This Policy applies to all employees, agents, officers, councillors, committee members, residents, workers and visitors of the Northern Beaches Council.

This policy applies to all land owned by Northern Beaches Council or for which Council has responsibility as land manager, and to all private land within Council's boundaries. The policy does not apply to National Parks, or Crown, State and Federal lands over which Council has no jurisdiction.

Land tenures within Council's boundary are outlined as per Figure 1 in Appendix 2.

Effective Date:	Version 0.9	Bush Fire Management	Page 1 of 8
	0.0		





#### **Policy Application**

#### Risk Management

As defined in the NSW Rural Fires Act (1997) all land managers have a responsibility to manage bush fire risk and provide an integrated and best practice approach to minimising the impact of bush fires on the community and the local environment. On the Northern Beaches, bush fire risk can arise from smoke, radiant heat, flame contact and/or ember attack (noting that ember attack is the risk that affects most properties in this area).

Council will apply the following approaches:

- Implement actions detailed within the Northern Beaches Bush Fire Risk Management Plan (Risk Plan).
- Employing risk based decision-making using a holistic understanding of bush fire risk, including vegetation type, topography, data, vulnerability, capacity, and exposure.
- Prioritise efforts and resources to reduce risks that have the greatest potential impact, in consultation with the NSW Rural Fire Service.
- Ensure Council's compliance with the Rural Fires Act 1997 and all other relevant legislation, standards, codes and plans as listed in the 'References and Related Documents' below so as to minimise the risk posed by bush fire to the Northern Beaches community.
- Support the community in understanding the continual threat that bush fire risk will
  pose, and how they can implement appropriate risk management while continuing to
  meet environmental obligations.
- Work with stakeholders that neighbour Council land to reduce vulnerability to bush fire impact – this includes the collective responsibility of State and local government, landowners, industry and the community, and collaboration between those stakeholders.
- Incorporate forecasts of future changes in bush fire risk when planning, resourcing and being part of the management of bush fires on the Northern Beaches.

#### Fire Management

Council will work collaboratively with members of the BFMC to provide an integrated approach to bush fire management across the LGA in accordance with the Risk Plan, Fire Access and Fire Trail (FAFT) Plan and reserve-specific Bush Fire Management Plans.

Council will apply the following approaches:

- Planning and preparation for bush fire management will be undertaken using all appropriate methods available to Council including but not limited to prescribed burning, maintenance of Asset Protection Zones (APZs), fuel load reductions and fire trail maintenance
- Work with the BFMC to maintain the currency of the Risk Plan, FAFT Plan and Council Reserve Bush Fire Management Plans.
- Implement strategic fuel management works, including the preparation of control lines, so that Council and agencies, in particular the NSW Rural Fire Service (NSWRFS) and Fire + Rescue NSW (FRNSW), can undertake prescribed burning in Council bushland reserves. This may include hazard reduction, ecological and cultural burns.

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- Seek to integrate traditional & ecological burning practices and fire regimes into current practices particularly where it improves risk mitigation and environmental outcomes.
- In areas with existing development, Council will maintain APZs on Council land adjoining private properties in consultation with NSWRFS. In the absence of prescriptive APZ widths, those widths will be determined in consultation with the NSWRFS and/or Fire Management Plans that apply to the subject site.
- In areas of new development, Council will apply relevant State government guidelines/protocols to set APZ requirements and ensure appropriate APZs can be achieved on the land being developed.
- Maintain a network of designated service trails in Council bushland in accordance with the Risk Plan and FAFT Plan to ensure vehicular access for fire suppression and fire management purposes.
- Ensure bush fire hazard complaints are referred to the NSWRFS for review and determination, and implement and document any recommended actions in a timely manner
- Assess the environmental impacts of proposed fuel management works prior to undertaking the works in accordance with the Bush Fire Environmental Assessment Code for New South Wales, or other relevant approval pathway.
- Ensure that burn planning considers potential impacts on flora and fauna and that impacts are minimised by implementing on-site mitigation measures.
- Integrate Council's bush regeneration program and Bushcare volunteer program in a manner supportive of fuel management objectives.
- Private land holders wishing to implement strategic fuel management works including vegetation removal, burning etc, shall ensure compliance with the requirements of appropriate regulatory authorities including but not limited to the NSWRFS, FRNSW, NSW Environment Protection Authority, Department of Planning, Industry and Environment (or their successors) and/or Council.

#### Community Engagement

The safest action to protect life is for people to avoid the risk. An engaged community is crucial to ensuring they are informed and actively involved in preparedness and responses to bush fire risk.

Council will apply the following approaches:

- Work with the BFMC and our partners and neighbours to ensure the community
  understands bush fire threat. This includes facilitating community engagement in bush
  fire prone areas on bush fire mitigation and management so that responsibility for bush
  fire management is acknowledged and appropriately shared through governments,
  agencies, industries and individuals taking individual and combined actions.
- Working with our BFMC partners, facilitate residents' preparation for bush fire impact.
  Residents who choose to live in bush fire prone areas must have a bushfire survival
  plan and employ a range of management measures to reduce the bush fire risk on their
  property.
- Increase and improve the resilience of our community by supporting and facilitating prevention, preparation, response and recovery activities for bush fire hazards as

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outlined in the State Emergency & Rescue Management Act, 1989 and associated State and Local Emergency Management Plans.

Ensure that preparation and adoption of any revisions to the Northern Beaches Bush
 Fire Prone Land Map includes community engagement and communication.

#### Land Use Planning

The most important objective for strategic planning regarding bush fire management is to identify whether new development is appropriate subject to the identified bush fire risk on a landscape scale, as identified in NSW Rural Fire Service's *Planning for Bush Fire Protection: a guide for council, planners, fire authorities and developers, November 2019 (Planning for Bush Fire Protection 2019).* This policy places a strong emphasis on strategic bush fire planning having regard to economic, social and environmental matters.

Council will apply the following approaches:

- Consistent consideration of Planning for Bush Fire Protection 2019
- Consider and be consistent with Council's Community Strategic Plan and Local Strategic Planning Statement and with all other relevant strategic planning policies (such as existing and forthcoming Local Environment Plans (LEPs) and Development Control Plans (DCPs)).
- Reduce risk and increase resilience through effective land-use planning and building controls, supported by legislation, policy, guidance material and expert advice.
- Development applications for properties at risk from bush fire will provide for and accommodate adequate bush fire protection measures. Council bushland shall not be made available to accommodate bush fire risk associated with new development.
- Council's LEPs and DCPs appropriately manage bush fire evacuation risk by considering whether future development will result in an increase in people/properties at risk and/or an increase in the vulnerability of existing communities.
- Consistently review and update the Northern Beaches Bush Fire Prone Land Map. The latest Bush Fire Prone Land Map was certified on the 7<sup>th</sup> August 2020 and will be reviewed every 5 years.
- Ensure that biodiversity data and mapping is integrated with bush fire management practices to avoid and minimise impacts on flora and fauna wherever possible.

#### References and related documents

#### Related Legislation

- Rural Fires Act 1997
- Rural Fires Regulation 2013
- Local Government Act 1993 and associated regulations
- Biodiversity Conservation Act 2016
- Biodiversity Conservation Regulation 2017
- Environmental Planning and Assessment Act 1979





- Protection of the Environment Operations Act 1997
- State Emergency and Rescue Management Act 1989

#### Related Policies (Council & Internal)

- Draft Bushland & Biodiversity Policy 2020
- Shape 2028 Northern Beaches Community Strategic Plan 2018 2028
- Protect, Create, Live, Northern Beaches Environment and Climate Change Strategy 2040

#### Related Documents

- Final Report of the NSW Bushfire Inquiry 2020
- Royal Commission into National Natural Disaster Arrangements, Draft Propositions, Counsel Assisting, 31 August 2020
- Warringah Pittwater Bush Fire Risk Management Plan 2010
- Manly, Mosman, North Sydney Bush Fire Risk Management Plan 2010
- Bush Fire Environmental Assessment Code for New South Wales 2006
- 10/50 Vegetation Clearing Code of Practice for New South Wales 2015
- NSW Rural Fire Service, Planning for Bush Fire Protection: A guide for councils, planners, fire authorities and developers, November 2019
- Northern Beaches Bush Fire Prone Land Map 2020
- NSW Rural Fire Service, Standards for Asset Protection Zones
- NSW Rural Fire Service, Standards for Low Intensity Bush Fire Hazard Reduction Burning
- NSW Rural Fire Service, Standards for Pile Burning
- NSW Rural Fire Service, Bush Fire Survival Plan

# Definitions

Definitions relevant to this policy are included as an attachment in Appendix 1.

# Responsible Officer

Executive Manager, Environment and Climate Change

# Review Date

30 October 2025

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# **Revision History**

Revision	Date	Change	TRIM#
1	20/10/2020	Draft Bush Fire Management Policy for public exhibition	2020/536391

#### Appendix 1 - Definitions

Asset Protection Zone (APZ): is a fuel reduced area, on any land tenure, surrounding a built asset or structure. This is primarily concerned with reducing the impact of a bush fire to protecting both public and private assets such as schools, hospitals, community centres, retirement villages and residential dwellings, but may extend to other assets or infrastructure.

#### An APZ provides:

- a buffer zone (defendable space) between a bush fire hazard and an asset;
- an area of reduced bush fire fuel that allows suppression of fire;
- an area from which backburning may be conducted; and
- an area which allows emergency services access and provides a relatively safe area for firefighters and home owners to defend their property.

For existing development an APZ, its size and management will be defined in consultation with the NSW Rural Fire Service, Bush Fire Risk Management Plan, and/or Fire Management Plans that apply to the land. For new development an APZ will be defined by *Planning for Bush Fire Protection (NSWRFS, 2019)*, as defined in Councils the approved Development Application conditions.

Potential bush fire fuels should be minimised within an APZ. This is so that the vegetation within the planned zone, Asset Protection Zone, does not provide a path for the transfer of fire to the asset either from the ground level or through the tree canopy.

Bush Fire Risk Management Committee (BFMC) & Fuel Management Sub-Committee: Under the Rural Fires Act 1997 the Bush Fire Coordinating Committee (BFCC) must constitute a Bush Fire Management Committee (BFMC) for each area in the State that is subject to the risk of bush fires. The BFMC provides a forum for cooperative and coordinated bush fire management in a local area. BFMCs are responsible for preparing, coordinating, reviewing and monitoring the Plan of Operations, Risk Plan and FAFT for their area.

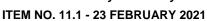
The Fuel Management Sub-Committee, which is comprised of the BMFC member organisations that are responsible for managing land, has been formed specifically to coordinate the details of fuel management works within the district.

Bush Fire Risk Management Plan (Risk Plan): Is a strategic document that identifies community assets at risk and sets out a five-year program of coordinated multi-agency treatments to reduce the risk of bush fire to the assets. Treatments may include such things as hazard reduction burning, grazing, community education, fire trail maintenance and establishing community firegulard groups such as Community Fire Units. Each BFMC is required to prepare and submit to the BFCC a draft Risk Plan for approval. Each Risk Plan is reviewed every 5 years.

Fire Access and Fire Trail Plan (FAFT): The aim of the FAFT is to provide appropriate means of accessing land to prevent, fight, manage or contain bush fires. The document identifies a suitable network of fire trails across a BFMC area, which includes both existing and proposed fire trails and access points. Each BFMC is required to prepare and submit to the BFCC a draft FAFT for approval. Each FAFT is reviewed every 5 years.

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Fire Management Plan: Council from time to time creates detailed fire management plans for individual reserves that assist in determining burn programs, asset protection zone configurations and the like. They can be a useful tool in integrating many of the site specific requirements that need to be considered when managing bush fire risk at a local scale.

Bush Fire Prone Land Map: It is a requirement under the Environmental Planning and Assessment Act 1979 that a map be produced for each Local Government Area to which a Risk Plan applies recording all land within the area designated by the Commissioner of NSW RFS that is bush fire prone land.

An area identified as bush fire prone land is land that can support a bush fire or is likely to be subject to bush fire attack, including ember attack. Special construction standards and development restrictions apply to areas mapped as bush fire prone land in NSW. Each Bush Fire Prone Land Map is reviewed every 5 years.



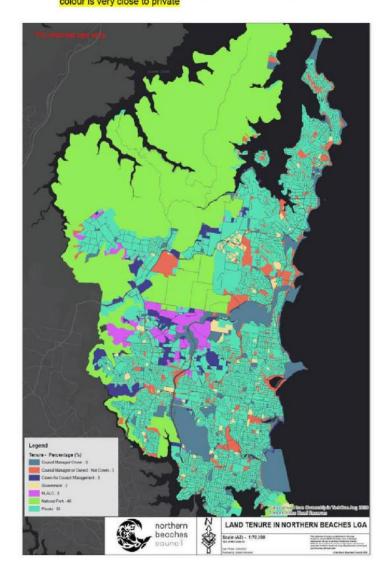
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# Appendix 2 - Land Tenure

Figure 1 Land tenure breakdown throughout the Northern Beaches Local Government Area Suggestion that the 'Council Managed Crown – 8' be a light blue as the current colour is very close to private



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From: Sent:

Monday, 30 November 2020 4:14 PM

Re: Attention Matt Horwood, Bush Fire Management Coordinator

To: Subject: Matt Horwood;

Follow Up Flag: Flag Status: Follow up Flagged

Hi

Please pass on my views to council.

We built in 2004/2005 and had terrible problems with council approval as they didn't want us to remove the bush/scrub on our own land to create broad buffer zones and remove fuel load. We, with the help of our RFS report on Bushfire Management did manage to convince council (Pittwater in those days) that clearing as far west within our boundaries was sensible and to date we still manage to keep the bush and fuel low with good buffers. We are acutely aware of the difficulties that come with living so close to natural bush & national park and are constantly updating our fire plans and we test our pumps, fire hoses and equipment annually. I spent most of last year during high risk days close to home monitoring situations around Sydney. We are also very aware that we are a "ONE ROAD ENTRY/EXIT" and the problems that this can bring during an emergency situation. Even since we designed and built our home, one of the more recent additions to the area, the difference in the ferocity of bush fires due to climate change has already meant that fire behaviour and fast moving fire storms would mean that we'd probably have to leave rather than the once held belief of stay and defend. My concerns are that the canopy of the surrounding bush has increased greatly over the last 10+ years and that as council boundaries change, members change and management teams change - history is forgotten.

I would like council to look back to the devastating fires of 1994 that took hold of Sydney, including Pittwater, Northern Beaches, Ku-ring-gai National Park, Garigal National Park, Terrey Hills, Ingleside & of course our very small community of the local state of the locals that have lived in the area during that time. That was in 1994, look at the difference in bush fires since that time.

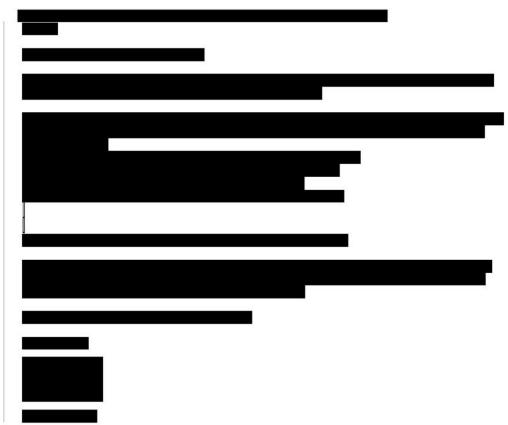
I have attached a link to a Youtube news clip that did a look back piece. We quickly forget.

https://www.youtube.com/watch?v=FYy5Opj6vHo





Regards, Sorry, I forgot to mention that I live at and back onto Garigal National Park. We are very high on the ridge with great views to the west, which is where danger comes from. I'm very happy for the council to visit my property and see the vast and thick bushland behind us Thanks again and Matt. Kind regards,







# **Matt Horwood**

From: Matt Horwood

Sent: Wednesday, 25 November 2020 2:11 PM

To: Matt Horwood

Subject: Discussion -25/11/2020 1300hrs

#### comments:

Would like to see more publicly available information around plans over a 3 or 5 year period, especially from

for her recent hard work at the Nandi hazard reduction burn. Would like to commend

Douglas Estate Fire Trail - Would like to flag potential geotech issues along the Douglas Estate Fire Trail. The residents in the area have septic tanks, the slope is SE facing slope and generally more wet, and recent use by the NBN has seen a number of boggy areas develop. Very little NBC land involved, but would like NBC to investigate potential geotech issues ahead of the FAFT.

# **Matt Horwood**

Coordinator, Bush Fire Management

**Bushland & Biodiversity** 

northernbeaches.nsw.gov.au







#### **Matt Horwood**

From: Matt Horwood

Friday, 27 November 2020 11:45 AM Sent:

To: Matt Horwood

Discussion - 27/11/2020 1100hrs Subject:

# Comments from

- Would like to see more consideration in the Land Use & Planning section of the policy around considering bush fire attack on existing development. feels that these developments are particular vulnerable and need to have more protection than more recent development where fire attack has been better considered.
- Would like to see more consideration for public assets to compliment bush fire hazard reduction. For example a pathway along the southern side of would assist as a fire break, but also keep pedestrians off the road.
- More consideration for sports fields, golf courses and parklands in development design to act as fire breaks.
- Provided information to on a number of areas of bush fire management including the logic for the policy and fire management plans, bush fire risk management planning and treatment prioritisation, community engagement, and possible direction from the Royal Commission and NSW Bush Fire Inquiry.
- Provided information with regards to how the recommendations of the two inquiries have already been considered as part of the policy, and the changing space for the future as recommendations continue to be interpreted and implemented, and how policy may need to be updated.
- Provided information with regards to the future of the BFEAC 2006 and possible future versions having more specific APZ calculations for existing development.
- was happy with the call and would like to remaining in contact as policy is adopted and future hazard reduction works are planned in the area.

# **Matt Horwood**

Coordinator, Bush Fire Management

Bushland & Biodiversity

northernbeaches.nsw.gov.au







From: Matt Horwood

Sent: Thursday, 3 December 2020 11:30 AM

To: Matt Horwood

Subject: RE: New Event: - 10:00am Thu, 3 Dec 2020 - Bush Fire Management

Policy (draft)

meeting notes:

has recently read the policy. He has lived Terrey Hills and Ingleside area for 30+ years and is
of the

- Advised that there are three topics of conversation amongst residents in the Ingleside area Covid, lot size/subdivision and bush fire threat. Happy to pass information on to the local community regarding bush fire issues.
- Approx 15 years ago there was a large hazard reduction in Ku-ring-gai Chase NP, lots of resources including helicopters. Community felt safe post fire and were told that it would continue to happen every 10 years.
- Large subdivision planned for Ingleside 5 years ago which has been put on hold due to bush fire risk. Smaller land release is waiting on an evacuation plan, which is on hold due to comments from the RFS?
- who have visited his property and neighbouring properties. Keeps being told that burns will happen, but aren't happening. Continues to prepare his property as best he can, but feels constrained in what he can do.
- Would like to see NPWS be pushed to do more hazard reduction burning in the NP to protect the Wirreanda Valley area and he believes that recent changes allow Council to force them to do the works.
- I explained to recent changes announced by the Police and Emergency Services Minister relate to
  additional powers provided to the RFS, not Council. Also explained Councils current understanding of the
  new proposed 25m boundary clearing rules as per the Ministers media release more information is being
  developed by the RFS.
- I explained the intent of the policy to

  and Council's interactions with the BFMC.
- I explained that Council manages very little land in the Wirreanda Valley area, but works cooperatively on the BFMC. BMFC has a number of hazard reductions planned in the area, and have previously passed his concerns on to the RFS and the NPWS for consideration as a bush fire hazard complaint and hazard reduction planning.
- again asked if I could pass his concerns on to the NPWS to consider burning to the west of the area, which I indicated that I would do.

# **Matt Horwood**

Coordinator, Bush Fire Management

Bushland & Biodiversity

northernbeaches.nsw.gov.au







From: Matt Horwood

Sent: Friday, 27 November 2020 10:21 AM

To: Matt Horwood

Subject: Discussion - 27/11/2020 0930hrs

#### Comments from

- Concerned about the bush fire risk in particular from trees and overgrown gardens in his area.
- Would like Council and NSWRFS to assess bush fire risk street by street, should be a free service to tell
  residents their risk and what to do this should be incorporated into the policy.
- Would like trees removed from the streetscape and a tree pruned from overhanging his property too
  much worry about 'greenies' and they are the only ones who are consulted.
- Concerned about limited access around Park Avenue, Barrenjoey Road and the peninsula in general. Feels
  that a bush fire is a death trap for the entire area. Would like road network improved throughout the entire
  area where possible.
- Customer would like to see public meeting incorporated into future public exhibition.
- Provided information on road network limitations throughout customers local area and peninsula.
- Provided information around how to make a complaint to the NSWRFS to investigate bush fire hazards.
- Provided information around bush fire risk planning, treatments and prioritisation, community engagement, survival planning and bush fire prone land mapping.
- Provided information about NSWRFS 10/50 code and information regarding what Council permits for tree removal/pruning and how to apply.

#### **Matt Horwood**

Coordinator, Bush Fire Management

**Bushland & Biodiversity** 

northernbeaches.nsw.gov.au









From: no-reply@harvestdp.com

Sent: Tuesday, 24 November 2020 5:48 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy? Neutral

#### Please provide your comments below

My main interest in this issue is the techniques used in reduction burns in the district.

I see the policy includes using more traditional indigenous techniques, and I think this is really the safest way to go ... but so far nothing of that sort has been evident in the reduction burns that I've seen on Mona Vale Road recently. Whole trees have been incinerated, and dry brown half burnt leaves remain on the branches ready for a passing fire.

Last Friday 20 November 2020 I drove through a hazard reduction burn which came up to the side of the road as motorists queued to get through. The service was there in attendance and doing a good job of containing the fire and controlling the traffic.





But I was shocked that the burn had gone ahead given it was a heatwave. It was 38° in Parramatta that day and about 30° where the fires were lit. The BOM had forecast these conditions. The air was tinder dry and there was a light breeze.

Of course the fire service would have planned the burn some time in advance and couldn't have predicted that when they planned ... and I realise there is less and less of a window to do burns with climate change but ... one of the suggestions I'd like to put is that the Fire Service adopt a more flexible work model that can move with daily weather conditions. Block out a few days, and then pick the day and get everyone on the job when the weather is right.

I understand that it's difficult to be that flexible with staff, trucks and logistics in general, but I think that's what's necessary. It can be done if the right people move in that direction. The Bilpin fire last summer springs to mind. Thousands of hectares of bush lost due to a blackburn that went wrong in a heatwave.

More importantly though, I'd like to see burns that just remove ground cover and understory. That way, even if it's a hot dry day the fire would be less likely to take off. Thick plumes of smoke during that 20 November burn and the fully burnt trees I've seen along Mona Vale Road indicate that habitat for possums, birds and insects was lost. Cool burns should be the goal of the Council, and there are Indigenous Australians around with the expertise.

Therefore I believe Council should hire an indigenous burning expert to train fire officers in indigenous cool burning techniques. It's less exciting for fire officers because there's less of a fire to control, but it is a much safer way to burn, safer for the fires, and less destructive of wildlife.

Thankyou for reading my submission.

First Name

**Last Name** 









To view all of this form's submissions, visit

https://yoursay.northernbeaches.nsw.gov.au/index.php/dashboard/reports/forms\_new/data/653

This is not SPAM. You are receiving this message because you have submitted feedback or signed up to Your Say Northern Beaches.





From: no-reply@harvestdp.com

Sent: Monday, 14 December 2020 9:32 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

No

# Please provide your comments below

Maybe a thought to not do burn offs on WINDY DAYS as it seems recently on North Head much to the detriment of our beloved flora and fauna.

First Name



**Last Name** 







Email	
Postcode	
Gender	
Year of Birth	

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From: no-reply@harvestdp.com

Sent: Monday, 21 December 2020 8:51 AM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

# Do you support the draft Bush Fire Management Policy?

Yes, with changes

# Please provide your comments below

The plan inadequately incorporates the opportunities and benefits from 'cultural' burns. While these have a cultural role, their main benefit to the modern Australian community is better fire and environmental management. These are long-proven methods for reducing fuel loads, mitigating impacts of high-intensity fires, and protecting flora and fauna.

The plan should include indigenous fire practices as a central pillar, rather than a mere mention that prescribed burns 'may include hazard reduction, ecological and cultural burns'. Council should be both advocating for a higher proportion of prescribed burns to be using indigenous fire practices, as well as adopting these practices more itself.





I've attached a great overview of indigenous fire practices done by the ABC.

It also did one titled "Traditional fire management conducted in Bega Valley, Eurobodalla".

You should also look at the recent Royal Commission's "Cultural burning practices in Australia

- Background Paper" available at

https://naturaldisaster.royalcommission.gov.au/publications/background-paper-culturalburning-practices-australia

One of the organisations that conducts traditional burns has this guide too:

https://www.firesticks.org.au/firesticks/wp-content/uploads/2014/06/Guide-for-Developing-a-

Fire-Management-Plan\_web.pdf

# Alternatively, you can upload your submission

· Indigenous fire practices - ABC News.pdf

First Name	
Last Name	
Email	
Postcode	
Gender	





#### Year of Birth



To view all of this form's submissions, visit

https://yoursay.northernbeaches.nsw.gov.au/index.php/dashboard/reports/forms\_new/data/653

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Indigenous fire practices have been used to quell bushfires for thousands of years, experts say - ABC News

# **KOS NEWS**

# Indigenous fire practices have been used to quell bushfires for thousands of years, experts say

By Indigenous affairs correspondent Isabella Higgins
Posted Thu 9 Ian 2020 at 6:01am



A cultural burn carried out by members of the Firesticks Alliance Indigenous Corporation. (ABC South East NSW: Vanessa Milton)

As Australia's bushfire emergency rages on, discussion over fire authorities' potential use of Indigenous and cultural fire practices has come under the spotlight.

But what are these practices? Where can they be implemented? And how can they help?

Oliver Costello, from Firesticks Alliance Indigenous Corporation — a leader in the field — said traditional fire practitioners already worked alongside some state fire agencies to conduct burns — but on a "relatively small-scale".

His organisation conducts cultural burning workshops across Australia with fire authorities, rangers, land councils, and property owners — and according to him, uptake has increased each year.

He said in the aftermath of this summer's bushfire crisis there had been "huge interest" from farmers, landowners and communities wanting to learn about traditional burning and how it could help.

# Key points:

- Indigenous leaders say there has been 'huge interest' from farmers, landowners and communities wanting to learn about traditional burning
- Cultural burning generally uses smaller, more controlled flames than hazard reduction burns, and has more applications than just reducing fuel load
- Experts in the practice say much more investment in training is needed before cultural burning can be adopted in mainstream fire management plans

https://www.abc.net.au/news/2020-01-09/indigenous-cultural-fire-burning-method-has-benefits-experts-say/11853096

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12/21/2020

Indigenous fire practices have been used to quell bushfires for thousands of years, experts say - ABC News

"People are looking for solutions," he said.

"And they are turning back to land management techniques used for tens of thousands of years in this country."

One of them is Victoria's former emergency management commissioner Craig Lapsley.

Mr Lapsley, who resigned from the post in 2018, said the practice had "a lot of benefits".

The former CFA deputy chief officer is calling on the Federal Government to implement a national Indigenous burning program.

"It doesn't need pilots," he said.

"It needs [funding, action] and implementation."



Mr Costello said cultural burning created a 'fireresilient' landscape and helped benefit native wildlife. (ABC News: Supplied)

# So, how does it work?

Cultural burning generally uses small, cool, controlled flames, but there's no set formula for every burn, according to Mr Costello.

Local knowledge from traditional custodians guides how practitioners use fire: the size, shape, direction and duration of the burn.

"We look at habitat, look the vegetation, we look at the soil type, we look at the moisture levels, that determines how we burn, how hot we burn," he said.

"We might see vegetation we know shouldn't be there, and we'll go hotter in that one spot.

"There might be weeds or invasive natives that need to be removed from that country."

https://www.abc.net.au/news/2020-01-09/indigenous-cultural-fire-burning-method-has-benefits-experts-say/11853096





Indigenous fire practices have been used to quell bushfires for thousands of years, experts say - ABC News



One of the burns carried out by Mr Costello's group. (ABC News: Supplied)

Ideally, a cultural burn helps prevent fire risks, rejuvenate local flora, protect native animal habitat, all while restoring the kinship to the land, he said.

It can also help make more "fire-resilient" landscapes as well as benefit native wildlife.

He said they were led by the authority of the traditional custodians, but burns were mostly carried out in cooler times, like autumn, winter and spring.

"In spring you've got a lot of mating, nesting, new plant growth we need to be extra careful about then," he said.

"You can burn all year round in some way, but you are very careful about what you're doing."

# How is it different from regular hazard reduction burns?

According to Mr Costello, hazard reduction burns, conducted by state-based fire authorities, are generally focused on reducing fuel load or types of debris and vegetation that can feed a fire.

https://www.abc.net.au/news/2020-01-09/indigenous-cultural-fire-burning-method-has-benefits-experts-say/11853096



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Indigenous fire practices have been used to quell bushfires for thousands of years, experts say - ABC News



Oliver Costello said more investment was needed for cultural burning to become part mainstream fire management. (ABC News: Supplied)

He said this approach focused on preventing property loss but could often be a "blunt instrument".

"It's just so focused on fuel reduction," he said.

"I've seen a lot of hazard reduction that isn't appropriate for that area.

"It can be way too hot; it can scorch areas that shouldn't be burned, [but] some isn't too off the mark."

# Can it be used everywhere?

Mr Costello wants to see the practice used all over the country.

"We want to uphold our cultural lore, we want to make our sick country healthy," he said.

For Mr Lapsley, who led the emergency management response after the Victorian Black Saturday bushfires, there needs to be a national uptake of these practices.

https://www.abc.net.au/news/2020-01-09/indigenous-cultural-fire-burning-method-has-benefits-experts-say/11853096



Community and Stakeholder Engagement Report

Bush Fire Management Policy

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Indigenous fire practices have been used to quell bushfires for thousands of years, experts say - ABC News



Craig Lapsley said although he encouraged the use of Indigenous practices, it was no 'silver bullet'. (AAP: Ellen Smith)

"It has got to come to the front of the discussion, it hasn't been widely used, a lot of people hear about it but don't understand it," he said.

He said he had witnessed cultural burning in practice, and had seen the benefits up close in different locations around Victoria.

"It's got environmental outcomes, it's got conservation outcomes, it's got community values, it's fantastic."

"It needs federal support and state implementation."

# 'No silver bullet'

When it comes to land management and fire management, Mr Lapsley said cultural burning was one of the methods.

"[But] there's not one silver bullet," he said.

https://www.abc.net.au/news/2020-01-09/indigenous-cultural-fire-burning-method-has-benefits-experts-say/11853096



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Page 64 of 179

5/6



12/21/2020

Indigenous fire practices have been used to quell bushfires for thousands of years, experts say - ABC News

# Indigenous fire methods protect land before and a...



YOUTUBE: Indigenous fire methods protect land before and after the Tathra bushfire

Few Aboriginal fire experts are able to use their craft on country, due to current fire management policies and a lack of resourcing.

Cultural burners often need a number of local and state approvals, and usually can only access certain areas.

Much more investment would be needed to adopt cultural burning as part of mainstream firemanagement plans, Mr Costello said.

"Most of the Aboriginal communities we work with do not have the resources to support their people to manage their land full-time, so that's a big problem," Mr Costello said.

"We need a three or four-year training program [and] we need investment from whoever wants to see this country healthy again.

"We can work together, there is a pathway here for everybody."

https://www.abc.net.au/news/2020-01-09/indigenous-cultural-fire-burning-method-has-benefits-experts-say/11853096



6/6



From: no-reply@harvestdp.com

Sent: Monday, 9 November 2020 4:26 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

# Do you support the draft Bush Fire Management Policy?

Yes, with changes

#### Please provide your comments below

It is clear that the greatest risk during bushfires is the vegetation close to houses. Home owners must be given the absolute right to remove trees and vegetation adjacent to their home. To deny them that permission is to expose them and their homes to extreme danger during bushfires. I would suggest that homeowners be permitted to remove any trees or other vegetation within a radius of 25 metres from their home.

First Name



**Last Name** 









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From: no-reply@harvestdp.com

Sent: Monday, 7 December 2020 6:39 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Yes

**First Name** 



**Last Name** 



Email

Postcode





#### Gender



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From: no-reply@harvestdp.com

Sent: Monday, 9 November 2020 10:51 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

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# Do you support the draft Bush Fire Management Policy?

Yes, with changes

# Please provide your comments below

It would appear that little reference has been made to the significant bushland clearing that has occurred along Mona Vale Rd from Manor Rd, Ingleside down towards Mona Vale. This clearing has created at least a 100m wide buffer along the course of Mona Vale Rd north and south. Furthermore, the once vegetated area at the eastern end of Waratah Rd has now been cleared for a depot for construction materials/ workstations and thus no longer has any vegetation on it at all. A significant amount of vegetation has also been cleared to accommodate new power lines and a service trail (in addition to above) along the southern aspect of Mona Vale Rd from Manor Rd onwards.

This will need to be adjusted on the final plan.





	First Name
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	Year of Birth
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From: no-reply@harvestdp.com

Sent: Wednesday, 9 December 2020 4:29 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

No

### Please provide your comments below

Risk reduction is OK - BUT - when a "Controlled burn" has flames 10 metres high and kills large gum trees - IT IS NOT ACCEPTABLE. There is an example of this alongside Mona Vale Rd at Terry Hills right now!

How about the RFS learning to PROPERLY control the burn before they light it! I am also concerned about the animals & birds which also get killed by these alleged 'controlled burns'.

First Name



Last Name







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From: no-reply@harvestdp.com

Sent: Sunday, 20 December 2020 5:33 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Yes, with changes

Please provide your comments below

Please find attached a submission from West Pittwater Community Association.

Regards,



Alternatively, you can upload your submission





WPCA NBC submission Bush Fire Management Policy Dec 2020 .pdf

First Name	
Last Name	
Email	
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<del>_</del>	
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20 December 2020

Matt Horwood Coordinator, Bush Fire Management Northern Breaches Council council@northernbeaches.nsw.gov.au

Submission: Draft Bush Fire Management Policy

The represents the of McCarrs Creek, Elvina Bay, Lovett Bay and Morning Bay, localities that are all water access only and adjacent to the Ku-ring-gai Chase National Park.

We would like to highlight the need for actual and effective community engagement with residents, representatives concerning the FAFT Plan within our village situation well in advance to any works being undertaken.

Our community has strong ties with the NSW Rural Fire Service with high proportionate active membership in the West Pittwater Fire Brigade covering two fire sheds located in Elvina Bay and Lovett Bay, a fire boat, and the largest Community Fire Unit (CFU) membership in the state. Our strong membership is commensurate with the risk of living in the beautiful natural environment that surrounds us and our reliance on each other in times of need.

Our diverse community of young and old is a highly pedestrian one, reliant on the fire trails to access each others properties, the public wharfs, fire sheds and to exercise. Any work to the fire trails must factor in the need for easy pedestrian access. Vehicle access is limited to fire trucks, utility services (Ausgrid, Telstra, NBN) and the National Parks and Wildlife Service.

In most situations, the fire trails run adjacent to private property and sometimes through it. For this reason, any work undertaken on the fire trails in close proximity to private property must take into account physical repercussions to those properties such as water run-off onto septic absorption trenches and pits, and building and water tank footings.

Recent works to our fire trails in Elvina Bay has highlighted the limitations of FAFT Plan for contractors and Council alike. The standards set by the BFMC do not permit logical alterations by contractors for a pedestrian centric community nor for running through a village style setting such as ours. This needs to be addressed, the standards able to be modified to meet the unique requirements of our community as required.

Yours sincerely,





Community and Stakeholder Engagement Report Bush Fire Management Policy



 From:
 no-reply@harvestdp.com

 Sent:
 Friday, 20 November 2020 5:58 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

No

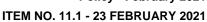
# Please provide your comments below

Where is the Indigenous Australian fire management input? I have lived and worked with Top End IAs and once the Knock'em'down winds are over, it is time to light the patchworks of fires.

I have walked behind the fires, picking up the occasional small animals that have been caught in the fire. There are not many of these. I have also collected cycad nuts which can be safe to eat after a light roasting.

The most glaring difference between a slow-moving fire which leaves even small trees and shrubs only scorched and the bare-earth practices of the who light the 'hazard-







reduction' fires up here on the Northern Beaches. Council. The Fire Brigade and National Park staff know nothing about fires except how to create the most impactful fires possible.

Your fire management is not management. It is Learn from the true professionals and help preserve the biodiversity of the region. The only thing we don't need here is more people but perhaps the fire management team can be repurposed to look after the urbanisation and development side of the damage that Council does.

First Name	
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Year of Birth	

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From: no-reply@harvestdp.com

Sent: Wednesday, 25 November 2020 1:17 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Yes

# Please provide your comments below

Northwood Close backs onto the reserve and is a great concern during the bushfire season.

the reserve has not been cleared or had any of the undergrowth controlled on a regular basis so a bush management scheme for Northwood close houses backing onto this wonderful bush reserve would be appreciated

# First Name







Last Name
Email
Postcode
Gender
Year of Birth
Please tick this box if you wish to opt out.
Yes
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From: no-reply@harvestdp.com

Sent: Tuesday, 1 December 2020 3:19 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Yes

**First Name** 



**Last Name** 



Email

Postcode







Gender	

Year of Birth



Please tick this box if you wish to opt out.

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From: no-reply@harvestdp.com

Sent: Wednesday, 16 December 2020 10:02 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

# Do you support the draft Bush Fire Management Policy?

Yes, with changes

# Please provide your comments below

This is a sound, well-considered policy, but some of the points raised would benefit from strengthening, given the profound risk that some residents of the LGA face. I have made some suggested changes directly into the attached Word version of the document. Please do get in touch if anything isn't clear. Thank you Matt for your time in explaining the details of the policy and hearing the concerns of local residents.

# Alternatively, you can upload your submission

Draft Northern Beaches Bush Fire Management Policy







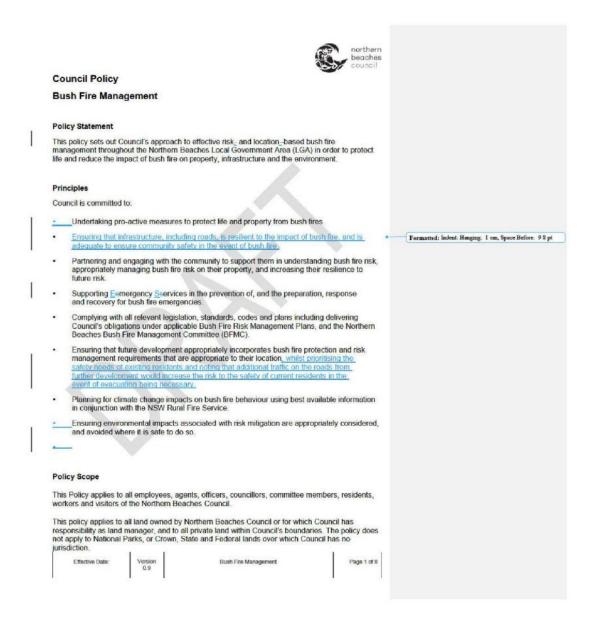
First Name
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Land tenures within Co	uncil's boundary are outl	ined as per Figure 1 in Append	lix 2.	
Effective Date:	Version	Bush Fire Management	Page 2 of 0	
Charles Paris.	Version 0.9	www.ito managemen	raya e n 0	



#### **Bush Fire Management**

## Policy Application

### Risk Management

All land managers have a responsibility to manage bush fire risk and provide an integrated and best practice approach to minimising the impact of bush fires on the community and the local environment. On the Northern Beaches, bush fire risk can arise from smoke, radiant heat, flame contact and/or ember attack (noting that ember attack is the risk that affects most properties in this area).

The bush fire risk varies greatly across the Northern Beaches LGA, with some areas having negligible risk and other residential areas zoned as having 'Catastrophic' risk, with 'Almost Certain' likelihood of fire and 'Extreme' consequences. Residents in fire-prone streets with one road entry /exit face increased levels of risk.

Council will apply the following approaches:

- Implement actions within the Northern Beaches Bush Fire Risk Management Plan (Risk Plan).
- Employing risk\_based decision-making using a holistic understanding of bush fire
  risk, including vegetation type, topography, data, escape routes, vulnerability,
  capacity, and exposure.
- Prioritise efforts and resources to reduce risks that are at the highest levels and have the greatest potential impact, in consultation with the NSW Rural Fire Service.
- Ensure Council's compliance with the Rural Fires Act 1997 and all other relevant legislation, standards, codes and plans as listed in the 'References and Related Documents' below so as to minimise the risk posed by bush fire to the Northern Beaches community.
- Support the community in understanding the continual threat that bush fire risk will
  pose, and how they can implement appropriate risk management while continuing to
  meet environmental obligations.
- Work with stakeholders that neighbour Council land to reduce vulnerability to bush fire

   this includes the collective responsibility of State and local government, landowners,
   industry and the community, and collaboration between those stakeholders.
- Incorporate forecasts of future changes in fire risk when planning, resourcing and managing bush fire on the Northern Beaches.

## Fire Management

Council will work collaboratively with members of the BFMC to provide an integrated approach to bush fire management across the LGA in accordance with the Risk Plan, Fire Access and Fire Trail (FAFT) Plan and reserve-specific Bush Fire Management Plans.

Council will apply the following approaches:

- Planning and preparation for bush fire management will be undertaken using all
  appropriate methods available to Council including but not limited to prescribed
  burning, maintenance of Asset Protection Zones (APZs), fuel load reductions and fire
  trail maintenance.
- Work with the BFMC to maintain the currency of the Risk Plan, FAFT Plan and Council Reserve Bush Fire Management Plans.

Effective Date: Version Bush Fire Management Page 3 of 8





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Effe	ctive Date:	Version		Bush Fire Managem	ent	Page 4 of	a		





#### **Bush Fire Management**

- Seek to integrate traditional and& ecological burning practices and fire regimes into current practices, particularly where this it-improves risk mitigation and environmental
- In areas with existing development, Council will maintain APZs on Council land adjoining private properties in consultation with NSWRFS. In the absence of prescriptive APZ widths, those widths will be determined in consultation with the NSWRFS and/or Fire Management Plans that apply to the subject site.
- In areas of new development, Council will apply relevant State government guidelines/protocols to set APZ requirements and ensure appropriate APZs can be achieved on the land being developed.
- Maintain a network of designated service trails in Council bushland in accordance with the Risk Plan and FAFT Plan to ensure vehicular access for fire suppression and fire management purposes.
- Ensure bush fire hazard complaints are referred to the NSWRFS for review and determination, and implement and document any recommended actions in a timely
- Assess the environmental impacts of proposed fuel management works prior to undertaking the works in accordance with the Bush Fire Environmental Assessment Code for New South Wales, or other relevant approval pathway.
- Ensure that burn planning considers potential impacts on flora and fauna and that impacts are minimised by implementing on-site mitigation measures.
- Integrate Council's bush regeneration program and Bushcare volunteer program in a manner supportive of fuel management objectives.
- Private land holders wishing to implement strategic fuel management works including vegetation removal, burning etc. shall ensure compliance with the requirements of appropriate regulatory authorities including but not limited to the NSWRFS, FRNSW, NSW Environment Protection Authority, Department of Planning, Industry and Environment (or their successors) and/or Council.

# Community Engagement

The safest action to protect life is for people to avoid the risk. An engaged community is crucial to ensuring that individualsey are informed and actively involved in preparedness and responses to bush fire risk.

Council will apply the following approaches:

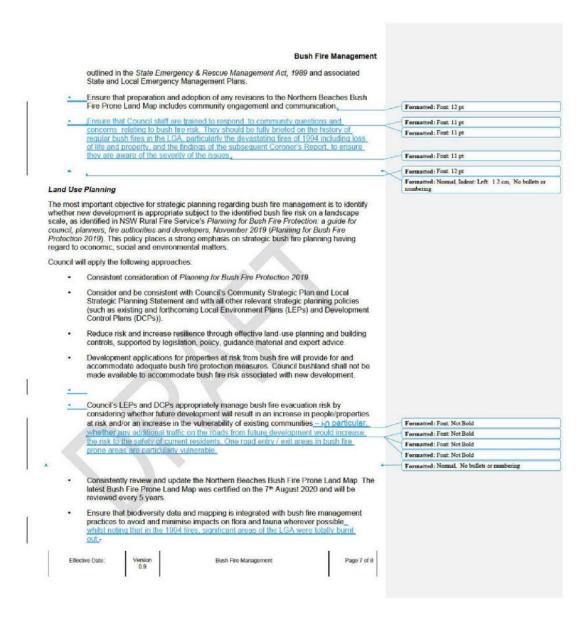
- Work with the BFMC and our partners and neighbours to ensure the community understands bush fire threat. This includes facilitating community engagement in bush fire prone areas on bush fire mitigation and management so that respons bility for bush fire management is acknowledged and appropriately shared through governments, agencies, industries and individuals taking individual and combined actions.
- Working with our BFMC partners, facilitate residents' preparation for bush fire Residents who choose to live in bush fire prone areas must have a bushfire survival plan and employ a range of management measures to reduce the bush fire risk on their property. They need guidance on evacuation routes and centres, including relocation of
- Increase and improve the resilience of our community by supporting and facilitating



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ctive Date:	Version		<b>Bush Fire Management</b>		Page 6 of 8	









# Bush Fire Management References and related documents Related Legislation Rural Fires Act 1997 Rural Fires Regulation 2013 Local Government Act 1993 and associated regulations Biodiversity Conservation Act 2016 Biodiversity Conservation Regulation 2017 Environmental Planning and Assessment Act 1979 Effective Date: Version Bush Fire Management 0.9 Page B of B





#### **Bush Fire Management**

- Protection of the Environment Operations Act 1997
- State Emergency and Rescue Management Act 1989

## Related Policies (Council & Internal)

- Draft Bushland & Biodiversity Policy 2020
- Shape 2028 Northern Beaches Community Strategic Plan 2018 2028
- Protect, Create, Live, Northern Beaches Environment and Climate Change Strategy 2040

#### Related Documents

- Final Report of the NSW Bushfire Inquiry 2020
- Royal Commission into National Natural Disaster Arrangements, Draft Propositions, Counsel Assisting, 31 August 2020
- Warringah Pittwater Bush Fire Risk Management Plan 2010
- Manly, Mosman, North Sydney Bush Fire Risk Management Plan 2010
- Bush Fire Environmental Assessment Code for New South Wales 2006
- 10/50 Vegetation Clearing Code of Practice for New South Wales 2015
- NSW Rural Fire Service, Planning for Bush Fire Protection: A guide for councils, planners, fire authorities and developers, November 2019
- Northern Beaches Bush Fire Prone Land Map 2020
- NSW Rural Fire Service, Standards for Asset Protection Zones
- NSW Rural Fire Service, Standards for Low Intensity Bush Fire Hazard Reduction Burning
- NSW Rural Fire Service, Standards for Pile Burning
- NSW Rural Fire Service, Bush Fire Survival Plan

Definitions relevant to this policy are included as an attachment in Appendix 1.

## Responsible Officer

Executive Manager, Environment and Climate Change

## Review Date

30 October 2025





### Bush Fire Management

## Revision History

Revision	Date	Change	TRIM#
1	20/10/2020	Draft Bush Fire Management Policy for public exhibition	2020/536391

#### Appendix 1 - Definitions

Asset Protection Zone (APZ): is a fuel reduced area surrounding a built asset or structure. This is primarily concerned with protecting both public and private assets such as schools, hospitals, community centres, retirement villages and residential dwellings, but may extend to other assets or infrastructure.

#### An APZ provides:

- a buffer zone between a bush fire hazard and an asset;
- · an area of reduced bush fire fuel that allows suppression of fire;
- an area from which backburning may be conducted; and
- an area which allows emergency services access and provides a relatively safe area for firefighters and home owners to defend their property.

For existing development an APZ, its size and management will be defined in consultation with the NSW Rural Fire Service, Bush Fire Risk Management Plan, and/or Fire Management Plans that apply to the land. For new development an APZ will be defined by *Planning for Bush Fire Protection (NSWRFS*, 2019).

Potential bush fire fuels should be minimised within an APZ. This is so that the vegetation within the planned zone does not provide a path for the transfer of fire to the asset either from the ground level or through the tree canopy.

Bush Fire Risk Management Committee (BFMC) & Fuel Management Sub-Committee: Under the Rural Fires Act 1997 the Bush Fire Coordinating Committee (BFCC) must constitute a Bush Fire Management Committee (BFMC) for each area in the State that is subject to the risk of bush fires. The BFMC provides a forum for cooperative and coordinated bush fire management in a local area. BFMCs are responsible for preparing, coordinating, reviewing and monitoring the Plan of Operations, Risk Plan and FAFT for their area.

The Fuel Management Sub-Committee, which is comprised of the BMFC member organisations that are responsible for managing land, has been formed specifically to coordinate the details of fuel management works within the district.

Bush Fire Risk Management Plan (Risk Plan): Is a strategic document that identifies community assets at risk and sets out a five-year program of coordinated multi-agency treatments to reduce the risk of bush fire to the assets. Treatments may include such things as hazard reduction burning, grazing, community education, fire trail maintenance and establishing community fireguard groups. Each BFMC is required to prepare and submit to the BFCC a draft Risk Plan for approval. Each Risk Plan is reviewed every 5 years.

Fire Access and Fire Trail Plan (FAFT): The aim of the FAFT is to provide appropriate means of accessing land to prevent, fight, manage or contain bush fires. The document identifies a suitable network of fire trails across a BFMC area, which includes both existing and proposed fire trails and access points. Each BFMC is required to prepare and submit to the BFCC a draft FAFT for approval. Each FAFT is reviewed every 5 years.

Effective Date:	Version 0.9	Bush Fire Management	Page 10 of
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#### **Bush Fire Management**

Fire Management Plan: Council from time to time creates detailed fire management plans for individual reserves that assist in determining burn programs, asset protection zone configurations and the like. They can be a useful tool in integrating many of the site specific requirements that need to be considered when managing bush fire risk at a local scale.

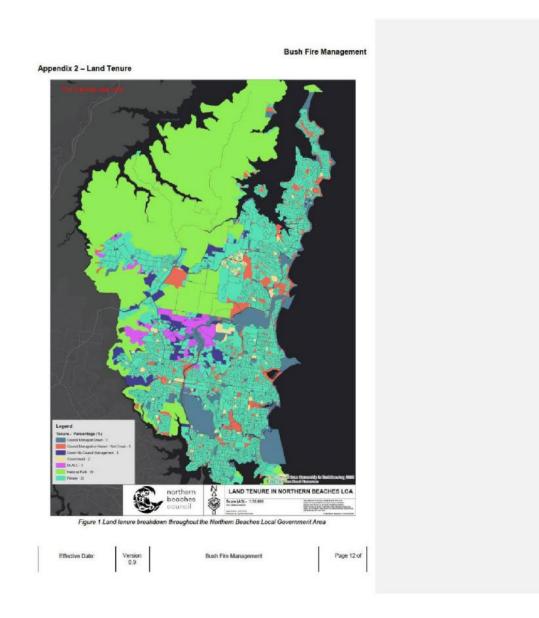
Bush Fire Prone Land Map: It is a requirement under the Environmental Planning and Assessment Act 1979 that a map be produced for each Local Government Area to which a Risk Plan applies recording all land within the area designated by the Commissioner of NSW RFS that is bush fire prone land.

An area identified as bush fire prone land is land that can support a bush fire or is likely to be subject to bush fire attack. Special construction standards and development restrictions apply to areas mapped as bush fire prone land in NSW. Each Bush Fire Prone Land Map is reviewed every 5 years.



Page 11 of









From: no-reply@harvestdp.com
Sent: riday, 6 November 2020 8:05 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

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Do you support the draft Bush Fire Management Policy?

Yes

**First Name** 

**Last Name** 



**Email** 

Postcode







# Gender



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From: no-reply@harvestdp.com

Sent: Thursday, 26 November 2020 9:18 PM

To: Matt Horwood

Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Completed



# Submission form - Draft Bush Fire Management Policy Form Submission

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Do you support the draft Bush Fire Management Policy?

No

# Please provide your comments below

I think you are completely wong abut weather patterns changing for the worst, the Australian met records show the long term changes on the percentages of australia getting no rainfall or being burnt by bushfires is getter annualy less.

good viewing here: https://heartlanddailynews.com/2020/11/podcast-climate-change-the-facts-guest-dr-jennifer-marohasy/

And some real facts here: https://climatechangethefacts.org.au/shop/ Better get several copies of this into the local library, some real facts would do some of the





people here a lot of good. A copy for each councillor i would consider manditory considering the total scientific ignorance of our Mayor.

And even Alan Jones gets into the act here: https://www.skynews.com.au/details/\_6210866270001.

Last Name

Email

Postcode

Gender

Year of Birth

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From: no-reply@harvestdp.com

Sent: Wednesday, 11 November 2020 8:04 AM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

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Do you support the draft Bush Fire Management Policy?
No

## Please provide your comments below

I would point you to the attached PDF, we are blaming garbage on CO2 fuelled climate change for things that have been happening literally for centuries.

And to www.our-pittwater.org for some research on this area done in 2014 in response to alienating private property without compensation to create protection from escape of fires from totally unmanaged local bushland.

For the most part residential areas even those with local greenspaces should not be governed with RFS science meant in the main for rural areas that have no readily available firefighting roads or escape roads and no high volume water availability and no fast acess to people to help quell fires using readily available vehicles and equipment. Under this regime property





owners several houses removed from any direct risk have totally unwarranted building codes inflicted on them for even minor renovations.

Alternatively, you can upload your submission

Australian Bushfire Management a cas1..pdf

First Name
Last Name
Email
Postcode
Gender
Year of Birth

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# Community and Stakeholder Engagement Report - Draft Bush Fire Management Policy - February 2021

ITEM NO. 11.1 - 23 FEBRUARY 2021

Australian Bushfire Management: a cas...

http://aefweb.info/data/underwood.html

#### Australian Bushfire Management: a case study in wisdom versus folly

"One man's wisdom is another's folly" - Ralph Waldo Emerson

By Roger Underwood

Many years ago, still a young man, I watched for the first time the grainy, flickering black and white film of the British infantry making their attack on the opening day of the Battle of the Somme. The stark and terrible footage shows the disciplined soldiers climbing from their trenches and, in line abreast, walking slowly across no-man's land towards the enemy lines. They scarcely travel a few paces before the German machine gunners open up. They are mown down in their thousands. They are chaff before a wind of fire.

I can still remember being struck nerveless by these images, and later my anger when I realised what that calamitous carnage represented. It spoke of the deep incompetence of the Generals who devised a strategy of doom and then insisted upon its implementation. It spoke of front-line nervel led by people without front-line experience. It spoke of battle planners unable to think through the consequences of their plans, and who devalued human lives. It spoke of a devastating failure of the human imagination.

Worst of all, the strategies of the World War 1 Generals demonstrated that they had not studied, or that they had forgotten, the lessons of history. In the final year of the American Civil war, 50 years earlier, the Union army had been equipped for the first time with Springfield repeating rifles, replacing the single shot muskets they had previously used and still were being used by the Confederate army. The impact on Confederate soldiers attacking defenders armed with repeating rifles was identical to that later inflicted by machine guns on the Western Front. But it was a lesson unlearnt, of collective wisdom unregarded.

None of you will have any difficulty in seeing where this analogy is taking me.

The catastrophic bushfires in Victoria this year, and the other great fires of recent years in Victoria, New South Wales, the ACT and South Australia are dramatic expressions not just of killing forces unleashed, but of human folly. No less than the foolish strategies of the World War 1 Generals, these bushfires and their outcomes speak of incompetent leadership and of failed imaginations. Most unforgivable of all, they demonstrate the inability of people in powerful and influential positions to profit from the lessons of history and to heed the wisdom of experience.

But just a minute, I can hear some of you thinking. Is this fellow going too far here? What about the malignant influence of global warming on bushfire conditions, making things impossible for firefighters? What about the unprecedented weather conditions on the day, making the fires of February 2009 "unstoppable". What about the years of drought making the bush super-ready to burn? Does he not realise that conditions beyond human understanding have now arisen in Victoria, making killer bushfires inevitable? And what about the promises of technology, the super-aerial tankers and so forth, that will give the initiative to our firefighters for once and for all?

I have thought long and hard about all these issues. I am well aware of the drought, of the terrible conditions on the days of the fires, and of the view from some quarters that all of this is a result of global warming. I accept that drought and bad fire weather increase the risk of serious bushfires. What I do not accept is that "unstoppable" bushfires are the inevitable consequence. And while I will always welcome improved firefighting technology, I know from experience and from an understanding of the simple physics of bushfire behaviour, that technology can never be a substitute for good land management. The serious bushfire is like a disease that is incubated over many years; good land management is the preventative medicine that ensures the disease does not become a killer epidemic.

To me, the epidemic of recent killer bushfires in Victoria are not an indicator of what is inevitable in the future. To me, they are an indicator of the inevitable consequences of what has happened in the past. To me, these fires toll like bells: they toll for failed leadership, failed governance and failed land management.

The issues of leadership and of good governance are central to my position. What these terrible fires point to is that the leaders of our society, Victoria's politicians and senior bureaucrats, have palpably failed to do the most fundamental thing expected of them: to safeguard Victorian lives and the Victorian environment in the face of an obvious threat. They have failed to discharge their duty of care. Just as we now look back with incredulity at the amateurish strategies of the Generals in The Great War of 1914-1918, so will future Australians look back on the work of those responsible for land and bushfire management in this country (our bushfire Generals) in the years leading up to The Great Fires of 2003-2009.

The toll of the 2009 Victorian fires is shocking. Over 200 lives - lost. Thousands of homes - destroyed. Millions of dollars worth of social and economic infrastructure - reduced to ashes. The work of generations, the farmlands, stock, fences, woolsheds, yards and pastures - dead and gone. Native animals and birds - killed in their millions. Beautiful forests - cooked, in some cases stone dead. Catchments - eroding. The costs - multi-millions of dollars. Carbon dioxide into the atmosphere - the equivalent of a year's supply for the whole of Australia. Psychological









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damage to children and families - uncountable.

Our bushfire Generals...... those Premiers, Ministers and senior bureaucrats in whom the people of Victoria put their trust..... can have no excuses.

They cannot say they didn't know we have serious bushfires in Australia. This is no soft, green island where no bushfire ever burns. Australians have not arrived only recently in this hot, dry sclerophyllous land. Even if we overlook for a moment the fire management experience of Aboriginal people, accumulated over 40,000 years or so, non-Aboriginal Australians have been here for over 200 years, with 200 fire seasons, thousands of hot, dry and windy days, dozens of prolonged droughts, tens of thousands of thunderstorms, millions of lightning strikes, and hundreds of thousands of bushfires. This is no new or unique phenomenon. [1]

They cannot say the impacts of intense bushfires on human communities were unimaginable. We have known for 200 years that European settlement represented the insertion of a fire-vulnerable society into a fire-prone environment. We have seen the consequences of mixing hot fires and settlements on many..... too many..... occasions, to doubt the result. [2]

They cannot say that Australians are powerless in the face of the bushfire threat, that bushfires are "unstoppable". From the earliest days of settlement, through to the evolution of the fire management systems developed by experienced land and forest managers in the 1950s and 1960s, we have known what is needed to minimise bushfire intensity and bushfire damage [3], even under extreme conditions. From at least the 1960s we have known how to build and maintain houses in fire-prone environments so as to optimise their survival.

They cannot say that the relationships between fire and the Australian bush are still unknown. There have been 200 years of observation and records and over 50 years of scientific research on this very subject. This experience and this research has confirmed that fire is not an alien visitor, but a natural part of Australian bushland ecosystems. The right sort of fire is an agent for rejuvenation, regeneration, recycling and bushland health, a stimulus for biodiversity. Fire is to the Australian bush as are the waves and tides to Australian seaweeds and marine life. It is the *absence* of fire, especially of mild fire, that is the real threat to the Australian bush, because the inevitable result is a landscape-level holocaust, from which it might take a century or more for recovery.

And they cannot say that they were not warned. Warnings have emerged from the aftermath of every damaging bushfire for the last 70 years or more...... from inquiries, commissions and reports, from independent auditors and from land managers, bushfire scientists, foresters, farmers and firefighters. In recent years the warnings have come thick and fast. Magnificent books have been written on the subject [4]; there have been dozens of scientific papers and popular articles written by our very own world-respected bushfire experts like Phil Cheney. There have been detailed submissions by professional groups such as Forest Fire Victoria, the Bushfire Front and the Institute of Foresters of Australia. As recently as 2008 the Victorian Parliament undertook its own review and produced one of the best reports I have ever seen. Its key recommendations were simply..... "noted" in passing.

Can anyone say that no clear lessons have emerged from the bushfire calamities of the past? Can anyone say they are unaware of the previous fires that have burned Australian farms, settlements and suburbs, incinerated our national parks, nature reserves, rangelands and forests, or scorched out northern savannahs? Did no-one notice all those bushfires over the years that cut power supplies, burned out bridges and roads, destroyed schools, churches and hospitals, interrupted or fouled water supplies, destroyed observatories and threatened species, plantations, orchards and vinewards?

No, there is no shortage of lessons. They have even flowed in, for those who should have listened and learned, from Greece, from Portugal, and from the western United States and Canada during the last few years.

Over and over again, the same words have rung out, the same message has been sent:

- In our climatic zone with hot dry summers and periodic drought, and with our flammable vegetation and frequent lightning strikes, bushfires are inevitable.
- If fuels are allowed to accumulate, bushfires in eucalypt forests rapidly attain an intensity that exceeds the human capacity to extinguish them, notwithstanding the most modern and massive suppression forces.
- 3. Communities and economic assets in the path of high intensity fires will suffer horrible damage.
- But! Potential damage can be minimised by application of a fire management system that incorporates
  responsible planning, and high standards of preparedness and damage mitigation, especially fuel reduction.
- And! We have a choice: fires are inevitable, but we can chose to have mild controlled fires, or ungovernable infernos.

No, our politicians and bushfire generals cannot say they have not been warned. They cannot say there were no lessons to learn. They cannot say the message had not been sent.

They can only say that it was not received, or that it was received but ignored. Neither excuse is acceptable.

So what are the explanations? Why were sound messages not received, or received but not acted upon? Why,



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after 200 years of experience and 50 years of world-leading research, after working examples of how to set up an effective system of bushfire management have been established..... how was it possible that our political and bureaucratic leaders opted to adopt a bushfire system that does not work, that fails to protect Victorians from death, disaster and environmental calamity?

There are two answers.

1. The first is political. Put simply, in the last 25 years and when it comes to bushfire management, Australia governments have failed to govern. The focus of politicians has been on getting elected or staying in power, not in providing intelligent, tough and effective governance. This has led to political parties courting the preference votes of pressure groups and of city-based electors who are in the thrall of pressure group philosophies.

Despite the protestations of environmentalists over the last few weeks, there is no question that the influence of green activists at Federal, State and Local government levels has resulted in a steep decline in the standard of bushfire management in this country. Their influence is exemplified by two things: (i) opposition to prescribed burning for fuel reduction, resulting in unprecedented fuel build-ups in parks, forests and reserves close to population centres; and (ii) rural residential developments, in which developers and residents have been prevented or discouraged by environmentalist-dominated local councils from taking reasonable measures to ensure houses are bushfire-safe; and where people are living in houses in the bush where there is no effective enforcement by councils of building codes or hazard reduction. [5]

The situation where a Government fails to govern is, of course, made worse when communities and individuals fail to self-govern. People building houses and choosing to live in the bush also have a personal responsibility – to look after themselves and their neighbours. This responsibility, it seems to me, has also been discouraged by modern governments.

2. The second explanation is technical. In recent years many Australian bushfire authorities have been seduced by the siren call of technology. This has lured them into a fatal trap. Their assumption is that any fire can be contained so long as they get it early and then have enough hardware to throw at it. This approach arose in the United States in the years after World War 2, and is thus known to Australian land managers as "the American Approach".

The American Approach is fundamentally flawed. Fifty years of its application in the United States and ten years in Australia has demonstrated that no force of firefighters in the world, indeed the fire-fighting resources of the world could they be marshalled into one place, can stop a crown fire in heavy forest which is generating a jet-stream of spotfires downwind, each spot fire also landing in heavy fuels, and starting new crown fires. The best and the bravest men and women, armed with the most munificent, the most magnificent and the most expensive equipment, is totally overwhelmed [6].

This is a reality that still appears not to have penetrated the Australian bushfire Generals and our political leaders. Not only have we seen the American Approach increasingly supported in this country, and then watched as it invariably fails when pitted against multiple hot fires in heavy fuels...... despite this!..... it seems to have taken on a life of its own. Every year more money is poured into the purchase of super-expensive equipment, but the outcomes on the ground just get worse. As recently as last week, Australian emergency services experts were launching new and strident calls for more and more expensive technology, completely ignoring the need for preventative measures.

Adoption of the American Approach has been accompanied by an equally disastrous institutional re-arrangement: the progressive transfer of bushfire responsibilities on crown lands from land management agencies to the emergency services. In this scenario, beloved of politicians and bushfire Generals, the focus of funding is shifted from preparedness and damage mitigation to emergency response. What this means in practice is less emphasis on fuel reduction and more on building up fleets of water-bombers, tankers, and other high tech firefighting gizmos, an enormous paramilitary force (overseen by technocrats in Head Office) whose function is to put out fires after they start... but which is doomed to failure whenever they are faced with multiple fires burning in heavy fuels under hot windy conditions.

These new and deleterious institutional arrangements persist because they are supported by powerful vested interests. The emergency services have a vested interest in maintaining a huge fire suppression machine and in making every fire – even an inconsequential fire – an emergency. I have watched over recent years as they have created a state of dependence on their firefighting forces, which, when things go bad, they cannot deliver upon. And they have encouraged the belief in the public mind that all fire is bad and has to be suppressed or avoided.

Politicians also have a vested interest in the American Approach. It is easier and simpler to finance suppression systems than damage mitigation, and they can bask in the glow of measures which are highly visible to the public and the media, and give the impression that they are doing something useful, irrespective of the fact that it will not succeed under bad fire conditions. I ask you....how often have you seen a politician lighting the first match of a prescribed burn, compared with the occasions when you see them breaking the champaigne over a newly







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purchased helicopter water bomber?

In saying this, I need to make an important point: I am not critical of the firefighters on the ground, professional and volunteer. I know these people, and I know them to be brave, resourceful and tough. I admire them unreservedly. But they are increasingly being asked by their own leadership to do the impossible.

But what of the assertions from groups such as the Australian Conservation Foundation and the Wilderness Society that because of global warming, big unstoppable bushfires are here to stay, and we might just as well get used to them. It totally reject this line of argument. It is an insult to human intelligence and to the human spirit. If the computer projections are correct and it does become hotter and dryer, this means we have to make even greater efforts at fire prevention, further improve our state of preparedness and take even more serious measures to minimise potential bushfire damage. The idea that there is nothing we can do in the face of global warming but retreat into the CFA shed and wait for the next fire to come at us over the horizon is defeatist and in the end, inhumane. And suggestions that everything will be OK if only Australians reduce their carbon dioxide emissions is surely an example of kindergarten-level thinking.

The need for mitigation of bushfire damage through fuel reduction by prescribed burning is absolutely central to effective bushfire management in dryland Australia [7]. I support the concept unequivocally, although I set some clear parameters: burning must be based on sound research into fuel characteristics, fire behaviour and fire effects; burns must be conducted professionally by trained personnel using the best-available burning guides; and every burn must be part of an overarching strategic approach, the carefully designed and constantly updated jigsaw known as the Strategic Burning Plan.

This is how it is done in Western Australia and could be done in Victoria. But even in WA the system slipped in recent years, as foresters battled to keep a fuels management program going in the face of cunning opposition from environmentalists and compliant politicians. WA has also seen an almost complete abandonment of effective bushfire management on private land over the last decade, with Local Government opting out and no-one else filling the vacuum. This is a situation people like me are trying to address as we speak. Would it not be better, we say to the WA government, to sort things out in advance, rather than after a disaster?

Nevertheless, 50 years of hard experience in Western Australia and world-class research [8] has demonstrated beyond argument that while fuel reduction by prescribed burning does not prevent bushfires, it ensures fires do less damage, and it makes them easier and safer to extinguish. In gambler's terms, it shortens the odds in favour of the firefighter. In human terms, it means people living in bushland areas where fuels have been reduced, are less likely to be burnt to death than are people living amongst heavy fuels.

Victoria, New South Wales and to a lesser extent South Australia are years behind Western Australia when it comes to the critical business of fuels and fire management. There is a no need for new research to demonstrate the value of prescribed burning, as some academics are suggesting [9]. The need is to apply existing knowledge in a vastly expanded prescribed burning program on the lands that burn. The need is to upgrade the fire skills of field staff in parks and forests so that they can handle burns confidently and efficiently. The need is to develop comprehensive planning and control systems to ensure burning is professionally carried out, and the results are properly monitored and recorded. Above and beyond all this is the need for governments to recognise these needs, to act on them and to support their staff in the field.

And here's the rub. Based on history, you could be excused for asking will anything change, or will we see just another revolution of the bushfire cycle? [10]

My fear is that governments, however much they make the right noises, will in the end want to stay in office, and unless things change, this will mean pandering to those who (despite their current protestations) have consistently opposed responsible bushfire management.

My fear is that the forces who benefit from the status quo will already be marshalling their resources in its defence. These will include the bushfire Generals who will not want to lose their power and influence, or to see funding going to land management (which they do not control) instead of new helicopters, water bombers and tankers (which they do).

I fear that all-knowing academics from the Fenner School of Environmental Studies at ANU, and members of the Canberra and Melbourne intelligentsia will emerge from their leafy campuses to tell us that actually there is no problem at all.... surely, everyone knows that killer bushfires are simply Mother Nature at work, or the planet's revenge for our despicable environmentally-unfriendly behaviour. This line will be pushed over and again, helping to massage the consciences of politicians reluctant to make substantial changes to policies and practices which they think will be electorally unpopular [11].

Yes, I am fearful. But I am also hopeful (in a pessimistic way!) My intense hope is that this time things might change. Notwithstanding the whining of the effete intelligentsia, and opposition to change from within the green bureaucracy, the powerful environmental groups and the emergency service chiefs, I think that this time it is going to be hard for the Victorian government to find excuses for doing nothing. In turn, I think that it is also







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going to be hard for State governments in NSW, SA, Tas and WA to ignore the carnage in Victoria and the fact that fingers are being pointed very directly at the politicians and their bushfire Generals.

I also think that the Federal Government might finally decide that it is high time they reviewed their approach, which is basically one of rewarding State governments for failed land management. And I think that a great many Local Governments are going to realise that the planning buck stops with them.... if they knowingly put people into danger through their town planning and environmental policies, and the people are then killed, they cannot escape accountability.

Finally, I think that this time, it will finally dawn on governments and their advisers that in the Australian bush if you do not manage fire, you cannot manage for anything else.

Think about that for a moment. In the Australian bush if you do not manage fire, you cannot manage for anything else.

It is all very well to say that the management objective for our parks, forests and reserves is "protection of biodiversity", as most national parks agencies say these days. The trouble is, this objective cannot be achieved without first having put in place an effective bushfire management system. Where is the biodiversity today in those thousands of hectares of bushland without a green leaf to be seen, those "bare ruined choirs where no bird sings"?

It is the same in areas where the stated management priority is to protect water catchments. But to say this, and then adopt a strategy that allows fuels to build up until the day comes when the catchments are reduced to dead trees and ash - is blatantly self-defeating. And it is the same for every other land management objective, whether this be protection of aesthetics and lovely forest landscapes, protection of recreational areas, protection of commercial values and residential areas or the conservation of soil, remnant bushland on farms or threatened species.

Therefore, the first rule of land management in Australia is this: get your bushfire management right, or be prepared to lose the lot.

I started this paper with a reference to World War 1, and the futility of the strategies adopted by the Generals throughout the first three and half years of the war. It is significant that the breakthrough in 1918, the new strategy, was designed by an Australian, indeed a Victorian, General Sir John Monash. The Monash strategy was based on firstly establishing clear priorities and unambiguous objectives - he knew exactly what he wanted from amongst the options of what could be achieved. It was based on excellent planning, anticipation of difficulties and attention to detail [12]. It was based on the advice of experts, men who had been at Gallipoli and in the trenches in France and Belgium, and who spoke from experience on the ground, not from ideology. Above all, Monash was not prepared to sacrifice human lives needlessly. With all of this behind them, the troops on the ground did the rest. Monash's new approach provided the blueprint for the end to the slaughter on the Western Front.

What Australian bushfire management is crying out for is a new General Monash, a leader who understands that the current approach has failed and is doomed to continuing failure, that the influential advisers have no front-line experience. An effective new leader will know that if we clarify and properly rank our objectives, listen to the voices of experience and the lessons of history, and act accordingly, the odds favouring success will be massively shortened.

But the great General Monash himself would not succeed without the support of Prime Ministers, Premiers and Ministers, prepared to stand firm behind him when the Wilderness Society, the Canberra intelligentsia and the ABC current affairs people gang up on him. A good response to this lot might be "Sorry, mates, we are doing what is best for Australia and Australians, based on good science, experience and the word from the people who have most to lose". Politically incorrect, of course, but it is the approach adopted when it comes to defence of the country against external enemies and national security, and which most Australians accept in that context.

Nor will a new general succeed without legislative and policy backing to enable land management agencies to win back the ground they have lost to the emergency services. Our parks and forests agencies must be empowered and resourced to manage fuels, indeed they must be required to do so, if necessary by legislation. Australia must abandon the American Approach, replacing it with an Australian Approach, a system in which equal weight is given to prevention and suppression, rather than trying, helplessly, to pile all our eggs in the suppression basket.

For any of this to happen our political leaders need to hear from the people whose lives and assets have been sacrificed or recklessly put at risk by the failed policies of the past. It is essential that the people who have suffered demand systemic change, not just window dressing, more helicopters and overseas firefighters. Unless they speak up, there is no chance they will be heard. Politicians will take the easy way out. [13]

I think we can say that the environmentalist approach to bushfire management, including reliance on aerial firefighting, has been given a very fair go. It has had a good test. Regrettably, and predictably, the results reveal that it has been a failure [14]. The excuses put forward, especially that fires are unstoppable because of global



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warming, are simply that: excuses. They do not allow for the capacity of intelligent humans to foresee a threat and to forestall it.

To conclude. The choices before us are straight-forward: do Australians, and especially Victorians, want our bushfire and land management planning done by professionals with front-line experience, or by campus intellectuals and ideologists? Is it smarter to manage bushfire fuels by burning them at times of our own choosing when conditions are mild, or to stand back, do nothing and risk being engulfed by fire at the worst possible time? If fires are inevitable, which is preferable: a controlled or a feral fire? And do we see humans as part of the ecosystem and plan accordingly, or do we see them as interlopers, as illegal immigrants in the Australian bush?

Do we opt for Wisdom or for Folly?

March 2009

Roger Underwood is a forester with fifty years experience in bushfire management and bushfire science. He has worked as a firefighter, a district and regional manager, a research manager and senior government administrator. He is Chairman of The Bushfire Front, an independent professional group promoting best practice in bushfire management and a member of the Australian Environment Foundation.

#### Notes

- 1. The question of Aboriginal burning is still debated. According to the accounts of early explorers and settlers and to present-day Aborigines, pre-European burning was widespread and frequent. This information is rejected by environmentalists as "hear-say". Western Australian ecologist David Ward has found a unique way to unlock the history of pre-European burning, through his study of fire scars on grass trees. Ward's work in the jarrah forests of Western Australia, indicate that fire occurred there at intervals of 2-4 years, and combined with his understanding of fuel dynamics and fire behaviour, he concludes that these fires would have been of mild intensity and patchy. Academics from Melbourne University, without ever having worked in the jarrah forest, have dismissed Ward's findings, preferring the print-outs from a theoretical computer model.
- Not everyone agrees about the environmental impact of large intense wildfires. Dr Ross Bradstock who
  lectures to undergraduates at the Australian National University, has written in an article in the Melbourne Age
  newspaper that that there was no scientific evidence for the claims that millions of birds and mammals died, or
  that forest diversity was reduced in the Victorian Alpine fires in 2003.
- 3. Laura Meredith, writing of her home in Tasmania in 1840, records a time when her husband was away and bushfires were threatening her home. She discovered with relief that her husband had taken the wise precaution of burning the ferns over the whole of a wide span of the forest which surrounds us and thus the home was represented each.
- 4. The best book written on fire in Australia is Stephen Pyne's Burning Bush (first published in 1991 and updated following the 2003/4 fires) but there are also numerous books on fire science and history, including the excellent Fire and Hearth by the anthropologist Sylvia Hallam. Hallam quotes Lort Stokes, a fellow traveller with Charles Darwin on the Beagle who watched as Aboriginal people near Albany carried out their routine burning of the bush, replacing (in Stokes' words) fires of "ungovernable fury" with those of "complete docility".
- 5. In the very week leading up to Victoria's Black Saturday, Western Australian bushfire managers found themselves dealing with a Greens Member of Parliament who was threatening to organise a protesters' camp in the bush to prevent a prescribed burn. The burn was planned to protect two local townships plus some very lovely forest from wildfire.
- 6. As Shakespeare pointed out: A little fire is quickly trodden out, but being suffered, rivers will not quench. Many of those who oppose prescribed burning believe that if we simply had enough firefighters, permanently waiting in the bush for fires to start, and able to tread on them at the instant of ignition, no large fires would ever occur. Firefighters regard this as impractical. In eucalypt forests carrying heavy dry fuels, a fire can become too fierce to allow direct attack by firefighters within minutes of ignition, indicating that the "treading out" approach would require several million firefighters on standby throughout Australian forests for several months of every year.
- 7. "Dryland Australia" is the bulk of the continent, outside the tropical rainforests of the north, some of the wet temperate rainforests of southern Tasmania, and coastal mangroves. It is the Australia that burns.
- 8. The Project Vesta research, a 10-year study completed in Australia in 2007, involved a collaboration of CSIRO, government agencies and the Bushfire Cooperative Research Centre. It represents the most comprehensive and technically defensible bushfire research program ever carried out anywhere in the world. The results unequivocally support the value of prescribed burning as a means of reducing bushfire intensity, and puts forward new approaches to fuel measurement and characterisation.



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- 9. "More research is needed" is the standard response of academics and scientists to any issue. This is because they depend on research grants to pay their salaries and expenses. In Australia the fundamental questions about fire behaviour and fuels management have already been answered, going back to the work by Alan MacArthur, Phil Cheney, George Peet and Rick Sneeuwjagt in the 1960s and 1970s, and on building design by the CSIRO going back to the Tasmanian fires of 1967 and the Ash Wednesday fires of 1983. The pressing requirements today are for refining fire behaviour tables and developing prescribed burning guides for various forest types, in other words for applied or operational research which builds on current knowledge. This sort of work can only be carried out by bushfire experienced researchers in the field, not by theoretical analysts and computer experts in academia.
- 10. The Bushfire Cycle runs thus: first there is a disastrous bushfire. This is followed by inquiries, commissions and reviews and the system is greatly upgraded. Over subsequent years, the new system is so effective that there are no serious bushfires. Apathy and complacency set in, weirdo pressure groups arise, governments lose interest and funds and staff are reduced. The system degrades. Then there is another bushfire disaster and the wheel revolves once more.
- 11. According to the doyen of Canberra intellectuals Professor Clive Hamilton, speaking on ABC's Radio National recently; "the most interesting thing about the recent Victorian bushfires has been the attacks on greenies." Apparently he did not find the loss of over 200 lives as interesting as the ruffling of the feathers of a few environmental activists.
- 12. Les Carlyon in his magnificent book The Great War, notes that Monash's final planning conference before the attack on Hamel in 1918 had an agenda of 133 items. Elsewhere it is recorded that the then-Colonel Monash, commanding Australian troops at Gallipoli in 1915, set up his command HQ thirty metres from the Turkish front trenches.
- 13. The fundamental issue, and the basis of the whole difficulty facing professional bushfire managers, is very well summed up by Jim Hacker, fictional Minister for Administrative Services in the television series 'Yes Minister': "There are times in a politician's life when he is obliged to take the wrong decision. Wrong economically, wrong industrially, wrong by any standards except one. It is a curious fact that something which is wrong from every other point of view can be right politically. And something which is right politically does not simply mean that it is the way to get the votes which it is but also if a policy gets the votes then it can be argued that that policy is what the people want. And, in a democracy, how can a thing be wrong if it is what the people will vote for?" The ultimate test for the Victorian government in the wake of the recent fires is whether or not it caves in to green demands on bushfire issues in order to win preference votes and stay in power at the next election. The 'Yes Minister' scenario, and past performances, suggests that they will fail this test, and will cave in, unless there is a dramatic outburst of political courage and responsible government.
- 14. It was notable that some of the worst of the recent fire damage in Victoria occurred in the dark, at night or under gale force winds when aerial waterbombers were grounded. This is consistent with my own experience. In 1978 I was the Officer in Charge in the karri forest in Western Australia during the Cyclone Alby bushfire crisis. The first thing we had to do as the cyclonic winds approached, was to ground all our aircraft and tie them down.

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From: no-reply@harvestdp.com
Sent: riday, 20 November 2020 4:58 PM

To: Matt Horwood

**Subject:** Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy? Neutral

# Please provide your comments below

I commend the council for being proactive in this matter.

I have just one comment to contribute: I would like to see consideration given to the health impacts of hazard reduction burns.

At least 2 recent hazard reduction burns got well out of control burning through way more than the so-called "excessive fuel load". Severe, lingering smoke haze has been generated by such burning across not just the northern beaches, but the entire city. We are yet to fully understand the short, let alone long-term damage to human health caused by inhaling this smoke - though increased admissions to hospital for respiratory issues have been reported during these incidents. The lungs of infants and asthma sufferers are especially vulnerable.





It seems unjust to take drastic and clearly risky hazard reduction burns purportedly to safeguard the property of a few (who possibly should not have been allowed to build so close to bushland) without weighing up the detrimental health impact of widespread smoke haze being breathed in by thousands in the community.

First Name
Last Name
Email
Postcode
Gender
Year of Birth
To view all of this form's submissions, visit <a href="https://yoursay.northernbeaches.nsw.gov.au/index.php/dashboard/reports/forms-new/data/653">https://yoursay.northernbeaches.nsw.gov.au/index.php/dashboard/reports/forms-new/data/653</a>

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From: no-reply@harvestdp.com

Sent: Monday, 23 November 2020 4:07 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Neutral

#### Please provide your comments below

Now I have learnt about "cold burning" and indigenous methods I'd very much like to see these practices incorporated. And, whilst NPWS is state, with some within NBC area I'd like to see greater planning and cooperation.

First Name



**Last Name** 



Email





Postcode

Gender

Year of Birth



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From: no-reply@harvestdp.com

Sent: Monday, 9 November 2020 5:04 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Yes

# Please provide your comments below

I am an owner of a property adjoining council owned bushland in MCKay Reserve. I'm interested to know about how the council is planning to undertake some of the items in this report:

Seek to integrate traditional & ecological burning practices and fire regimes into current practices particularly where it improves risk mitigation and environmental outcomes.

 In areas with existing development, Council will maintain APZs on Council land adjoining private properties in consultation with NSWRFS. In the absence of prescriptive APZ widths, those widths will be determined in consultation with the





NSWRFS and/or Fire Management Plans that apply to the subject site.

This is needed where I live - I have tried to put in an APZ where my property backs the bush and have had a lot of pushback from my neighbour who continues to complain about any undergrowth clearing.

I'd also like to see a network of service trails established in McKay Reserve as per the draft recommendation below

• Maintain a network of designated service trails in Council bushland in accordance with the Risk Plan and FAFT Plan to ensure vehicular access for fire suppression and fire management purposes.

Can you please give me more details on the plans for maintaining McKay Reserve

First Name			
Last Name			
Email	ſ		
Postcode			
Gender			
Year of Birth			
Please tick this box if	you wish to opt	out.	







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From: no-reply@harvestdp.com

Sent: Monday, 23 November 2020 6:21 PM

To: Matt Horwood

**Subject:** Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

### Do you support the draft Bush Fire Management Policy?

Yes, with changes

# Please provide your comments below

The Bush Fire Management Policy has to include Aboriginal Fire Management and be part of an overall Land Management Policy.

This can happen with the help of somebody like Victor Steffensen, who is an indigenous writer, filmmaker and consultant, applying traditional knowledge values in the contemporary context, through workshops and on site. Traditional burning methods, mentor and leadership and on ground training are all available.

Victor Steffensen is the author of "Fire Country" and co-founder of the National Indigenous Fire Workshops.





## Alternatively, you can upload your submission

· View of draft Bush Fire Management Policy.pdf



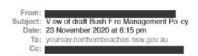
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The Bush Fire Management Policy has to include Aboriginal Fire Management and be part of an overall Land

The bush Fire Management Policy has to include Abonginal Fire Management and be part of an overall Land Management Policy.

This can happen with the help of somebody like Victor Steffensen, who is an indigenous writer, filmmaker and consultant, applying traditional knowledge values in the contemporary context, through workshops and on site. Traditional burning methods, mentor and leadership and on ground training are all available.

Victor Steffensen is the author of "Fire Country" and co-founder of the National Indigenous Fire Workshops.





From: no-reply@harvestdp.com

Sent: Tuesday, 15 December 2020 6:10 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

# Do you support the draft Bush Fire Management Policy?

Yes

# Please provide your comments below

Overall I am in support of the policy and in particular the following clause-Council's LEPs and DCPs appropriately manage bush fire evacuation risk by considering whether future development will result in an increase in people/properties at risk and/or an increase in the vulnerability of existing communities.

I am concerned that large areas within the council area are not covered by the policy as they are National Parks, Crown, State or Federal lands.

## First Name







Last Name
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<b>—</b>
Gender
Year of Birth
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2

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From: no-reply@harvestdp.com

Sent: Tuesday, 15 December 2020 7:15 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy? Neutral

## Please provide your comments below

Hello I live in \_\_\_\_\_\_ The highest level of danger from fire. Our street has been fighting against the proposed development in \_\_\_\_\_ as we all have grave fears of being trapped when, not if, we are threatened by fire next time. I implore council to keep the area up there as a buffer zone and not allow it to be developed for residential purposes. Traffic caused by more people living at the top of the street will impact our chances of getting out of the street onto an already congested Powderworks Road. One breakdown is all it needs to stop the movement of traffic and our exit from our dead end street.

First Name





Email

Postcode

Gender

Year of Birth

Please tick this box if you wish to opt out.

No

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From: no-reply@harvestdp.com

Sent: Monday, 23 November 2020 10:34 AM

To: Matt Horwood

**Subject:** Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

# Do you support the draft Bush Fire Management Policy?

Yes, with changes

# Please provide your comments below

Hi

The Final Report of the NSW Bushfire Inquiry 2020 confirmed climate change is real and as a result bushfires in the future will be more extreme and catastrophic. It also identified that current practices and measures to reduce risk of bushfire are inadequate and new approaches such as larger APZ's and buffer zones between bushland and assets such as housing is required.

I was expecting the Bush Fire Management Policy to include more detail in response to the findings of the inquiry and new approaches to reduce risk of damage to property such as buffer zones.





As a NBC resident living across the road from bushland ( Elanora Heights) I would welcome the opportunity to discuss with Council the concerns of many residents on my

street and the multiple benefits of creating a buffer zone.
First Name
Last Name
Email
Postcode
Gender
Year of Birth
Please tick this box if you wish to opt out. No
To view all of this form's submissions, visit <a href="https://yoursay.northernbeaches.nsw.gov.au/index.php/dashboard/reports/forms-new/data/653">https://yoursay.northernbeaches.nsw.gov.au/index.php/dashboard/reports/forms-new/data/653</a>
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From: no-reply@harvestdp.com

Sent: Monday, 30 November 2020 9:47 AM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

No

### Please provide your comments below

As a recently retired Firefighter after 38 years service I find all these policies etc farcical. I recently started part time work at North Head and was evacuated on the debacle a month or so ago. Either you want some bush or you want to burn it all away. Small perimeter type burns may protect property but broad acre burns just destroy bush killing native animals either directly or by killing their shelter or food source. Australia is a hot dry land you have to accept bushfire risk

I know that if fires that start in inaccessible areas they are left to burn and grow whereas with all the aircraft available they should be attacked immediately. Why is it people want to live surrounded by bush then complain when it catches fire then want it all burnt in case. The best





"pro active" measure burn all the bush concrete the area - no fires , save money running NPWS, no pesky animals or snakes around , no leaves to sweep then some would be happy. I could go on for hours but I think you get my drift

First Name		
Last Name		
Email		
Postcode		
Gender		
Year of Birth		

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From: no-reply@harvestdp.com

Sent: Monday, 23 November 2020 6:01 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Neutral

Please provide your comments below

Wish you would consult aboriginal groups who would be able to advise

First Name



**Last Name** 



Email





Postcode



Gender



Year of Birth

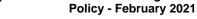


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#### **Matt Horwood**

From: Sent:

Friday, 18 December 2020 1:09 PM

To:

Council Mailbox;

Subject: Attachments: Bushfire Management - Draft Policy - submission for Matt Horwood 20201211 Bushfire Management Plan - Draft -Submission V2.docx

Categories:

Dear NBC.

Please forward my submission to Matt Horwood ( it was too large to attach to your feedback form).

Could you please acknowledge receipt?

Regards,







I live on Avalon in a bushfire zone. When I read the NBC flyer I thought "what would the safest thing for me to do if I had to leave my house in the event of a fire"?

I then searched the Web to see what current guidance and suggestions were available to help me and the many other residents who live in a high-risk fire zone on the Beaches.

As a result, I would like to suggest some ideas which, I feel, could help save lives in the event of an emergency.

#### **Current State of Plans**

The current Warringah Pittwater Bush Fire Risk Management Plan is a lengthy plan containing a huge amount of work..

It has an asset register showing over 100 named Beaches geographical areas each with a rating for fire likelihood, consequences, and risk, followed by a treatment register that shows, for each area, Community Education, Hazard Reduction, and Ignition Management strategies. In addition, some areas have a Preparedness strategy.

(This document is dated 2010 but in fact is largely based on information from 2008! Many actions recommended under the strategies appear not to have been implemented. As demonstrated by recent bushfire seasons, unless such strategies, however well-meaning and comprehensive, are turned into action plans that are activated, properly funded, and reviewed annually to reflect best practice, the results can be catastrophic).

In particular the actions shown under the Community Education Strategy, are intended to:

- Implement community education programs "as detailed in the annual RFS community education strategy"
- · Prepare bushfire safety brochures
- · Install and maintain community notice boards.

Some community notice boards mentioned were not at stated locations. A search of the RFS web site failed to find an "RFS community education strategy". No documents could be found showing plans generated in accordance with the strategy. Personal communication with an RFS HQ staffer could not provide me with same: he suggested I call the local RFS office. I did so. No education strategy was found and I was directed to the RFS website "Community Protection Plans".

https://www.rfs.nsw.gov.au/resources/publications/community-protection-plans?result\_1335\_result\_page=1

These newer community protection plans cover well over 100 NSW communities, with each community having one or more suburbs. There are two plan types for each suburb – fire preparation and fire survival.





The Preparation Plans have a 14-point checklist for making your property fire-safe. Apart from this other information is of use to those preparing for (eg mosaic burning) and fighting fires – not of direct use to residents.

The Survival Plans contain a map showing four colour-coded zone types expected to be impacted by flames, radiant heat, embers, and a fourth zone where ember damage is possible. This can be useful when making a property fire-safe. Also showing are a fire danger indicator and contact information, and an exhortation to prepare your plan.

A few (not many) of the survival plans show a list of Neighbourhood Safer Places – but they are not marked on the maps.

In summary, the Warringah Pittwater 2008/2010 plan has not been updated, and many of its elements appear to have not been executed. Hopefully the preparation of a new draft plan will lead to a full plan which will overcome these shortcomings.

On the other hand, there is good community information related to individual fire-safe plans, for example the flyer mentioned at the top of this letter.





## What is missing from current plans.

The individual survival plans for residential housing are necessary but they are not sufficient. There is a missing element.

It is not always easy to get away from a fire zone. It is entirely possible to die in a car caught in a fire.



Evacuation fiasco during Adelaide Hills bushfire

Residents trying to escape the Adelaide Hills bushfire were stuck in a 6km-long traffic jam, a review into the devastating fire has revealed. It recommends better planning to ensure the situation does not happen again.



**November 8, 2019** was found dead in a burnt-out car at the Kangawalla fire zone.

These considerations apply in many areas in the Northern Beaches, where access roads are narrow and often restricted to one lane because of parked cars, where access points to main highways are few and lack carrying capacity, and where individual roads would be required to service large numbers of cars.

This has been recognised in particular at Ingleside, where old plans for expansion were abandoned, at least in part, because of the lack of capacity of Powderworks Road to handle the evacuation of the number of residents in the proposed development.

"We listened to the concerns raised about bushfire safety for Ingleside, and after preparing a Bushfire Risk Assessment and working with the Northern Beaches Council and Rural Fire Service NSW, a decision was reached to withdraw the proposed draft Land Use and Infrastructure Strategy for the area.

As confirmed by recent bushfire emergencies in NSW, the safety of life and assets needs to be put at the heart of our planning processes, and we are looking at ways to improve bushfire resilience for current residents. We will continue to work on the bushfire evacuation modelling to determine whether any further development could safely exist in the area".

https://www.planning.nsw.gov.au/Plans-for-your-area/Priority-Growth-Areas-and-Precincts/Ingleside

What applies to Ingleside also applies with as much force to other NB areas.

Do not think it cannot happen here. It already has elsewhere in Australia.





# Experience from elsewhere

The experience of California in December 2018 is instructive. **Evacuation plans are** (belatedly) getting due consideration.



Butte county ... ignored repeated warnings ... crafted no plan to evacuate the area all at once. Roads were gridlocked within an hour of the first evacuation order. People jumped from cars and fled on foot. Eighty-six died.

https://www.latimes.com/local/california/la-me-camp-fire-deathtrap-20181230-story.html

As a result of this and similar disasters in CA, many local authorities have reacted positively, by starting to provide evacuation plans that inform residents specifically what to do.

As reported in a local paper, the community of Bolinas in the affected area is "launching a study with UBC to employ traffic simulation models to determine the most efficient evacuation methods. It is a good candidate because of the difficult ingress and egress. Capacity constraints of the exit routes are widely considered the main causes of prolonged evacuation". Read more at https://www.ptreyeslight.com/article/bolinas-be-case-study-evacuation

A detailed interim report from UBC can be found at <a href="https://citrispolicylab.org/wp-content/uploads/2019/07/CampFireQuickResponseReport-1.pdf">https://citrispolicylab.org/wp-content/uploads/2019/07/CampFireQuickResponseReport-1.pdf</a> I urge the reader to read this report in order to understand the relevance of the California experience to Northern Beaches.

(I spoke to one of the authors of this report. The authors seem willing to share their insights and results with other communities).



Some CA evacuation plans show road directions, and mark roads that should not be taken.

Some plans show refuge points.





## What I would like NBC to do, and what I would like to see

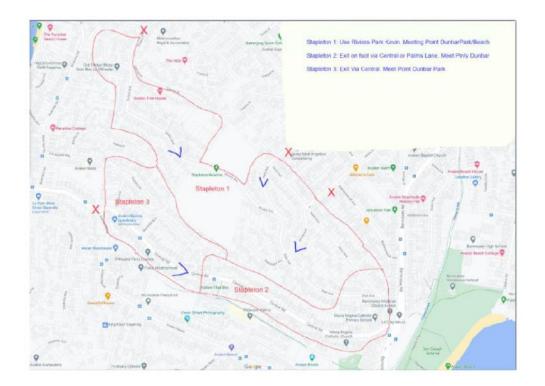
Rather than assume that "it won't happen here", I would like NBC and RFS to <u>conduct appropriate studies</u> to inform and support appropriate <u>evacuation plans</u> for each NBC area. This may result in keeping the status quo (no specific instructions), or in detailed plans based on traffic projections and flows, road capacities, expected car numbers, refuge point capacities and so on, or something in between.

An evacuation plan could include as needed, for example:

- Zones ("Stapleton 2") where all residents should follow the same procedure.
   Preference for foot or cycle traffic where possible to minimise number of cars on roads.
- Nomination of appropriate road traffic directions (one-way directions).
- Notice of safe haven points.
- Plans to include directions for car pooling where appropriate, or possible use of buses to collect evacuees (to reduce car usage)
- · Notifications of traffic flow modifications eg traffic light alterations.
- · Availability of app to record phone numbers of those now in safe areas
- Provision of stickers or flags to affix to letterboxes or front doors to show that residents have left the property.
- · Directions for access for fire-fighting equipment











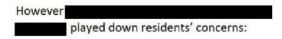
#### Feedback so far

When I broadly discussed these issues (by email and phone) with RFS and NBC personnel, responses included:

- It would be "difficult to provide advice for each property".
- · There is "unlikely to be a fire affecting many residents at once".
- · Ideas have "some merit" but probably "at bottom of list of things to do"
- "changes to road networks would be problematic, expensive, and may result in more injuries than caused by the emergency"
- The presence of tourists or residents with poor understanding of the plans, would "render changes (to existing plans) problematic".

As reported in "Burning Question for Ingleside" (Pittwater Life, date uncertain), residents are concerned about both hazard reduction and evacuation plans.

is certainly worried: "Last fire season was scary and it's a question of when - not if - a fire comes through. There's nowhere to go... what's the evacuation plan?"



agreed that Mona Vale Road was certainly in danger of getting clogged in the event of an evacuation, but was pragmatic about the situation. "The roads are the roads," said

"you can't really change that.

"There is also a responsibility on owners to manage risks to their properties and prepare for fire season conditions," he added. "You can't rely entirely on the RFS."

The negative comments above are distressing. It is hard to give any credence to them when balanced against the loss of even one life which could be saved with sound evacuation plans. Such comments and attitudes have no place in professional evacuation planning.



https://www.adelaidenow.com.au/subscribe/news/1/?sourceCode=AAWEB W RE170 a&dest=https%3A%2F%2Fwww.adelaidenow.com.au%2Fnews%2Fsouth -australia%2Fbushfire-report-reveals-dangerous-traffic-jam-during-adelaide-hills-evacuation%2Fnews-

<u>tory</u>%2F0771527c63843208489f4631443c7809&memtype=anonymous&mode= <u>premium</u>

https://www.dailytelegraph.com.au/bushfiresupport/fathers-son-newlyweds-21-lives-lost-to-nsws-deadly-bushfires/news-story/0ba931abc7ce3f1bac820429873b75c2

- · Road maps with direction of travel
- · Safe meeting places. These are listed on current f
- · App to record names of those who are safe
- Front-door indicator.
- timeliness



20201027 NBC graphic – disappointing quotes
https://www.latimes.com/local/california/la-me-camp-fire-deathtrap- 20181230-story.html
Many aspects areas of disaster management, bushfire prevention, control, and response are extensively covered in the literature and plans. Specifically:  • Identification and control of wooded areas, controlled burning, hazard management falls under RFS NSWFB.  • Material on preparing individual plans is extensively covered
Short view of current management plan

Action: gather all together for a zone-specific one-page



from 2008. It contains

This lengthy plan of 189pp is dated 2010 but is largely based on earlier material

• A list of the groups who participated in the community consultation.



 An asset register showing over 100 named geographical areas each with a rating for fire likelihood, consequences, and risk.

				Appendix 2	- Asset Register				
Priority	Map reference number	Asset type	ed Å qns .ass y	Asset name	Ass er Location	YST	Likelihood	Corsequence	, X
1A	0	Environment	Endangered	Environmental assets with catastrophic and major consequence		Pittwater	Almost certain	Catastrophic	Extreme
1A	1	Human Settlement	Residential	Terrey Hills Rural	Terrey Hills NSW	Warringah	Almost certain	Catastrophic	Extreme

 A treatment register which considers each asset. Community Education, Hazard Reduction, and Ignition Management strategies are present for all areas. Not all areas have a Preparedness strategy. Examples below.

Strategy	Treatment ID	Action Description	Comment	Re sponsible Agencies
Community Education	12	Implement Community Education Program.	Implement Community Education Program as detailed in the annual RFS committy education strategy.	RFS
	13	Bushfire Safety brochure to Youth Hostel	Bushfire safety brochure to be provided by RFS to the management as required for distribution to quests	RFS
	25	Install and maintain community notice board.	(Install and maintain community notice board at West-Bittwater-Hovett Bay) Rural Fire Station with current information detailed in the annual RFS community education strategy.	RFS

This is the area of most interest and concern to

All community education strategies include one or more of the three actions shown.





Hazard Reduction	1	Develop & Implement HR Mosaic Burning Program.	Develop annual BFMC HR burning program and implement prescription burning as prioritised by BFMC	LPMA; LGA; DECCW; NSWFB; Private; RFS; Other
	28	Inspect APZ and treat as determined.	Inspect APZ and treat priorities as determined in conjunction with the RFS	LGA; DECCW; Private
Ignition Management	4	Inspect and maintain near power lines as required		Other
	8	Patrol National Park on New Years Eve.	Develop and Implement a plan to Patrol National Park on New Years Eve as determined in consultation (RFS/DECCW) dependant on the Bush Fire Danger	DECCW; RFS;
	9	Close NP on days of Total Fire Ban	On days of Total Fire Ban, in consultation with RFS Fire Control Officer, consider closing the West Head Road Gate and Fire Trails	DECCW

A lot of work has gone into these two strategies. These strategies should be activated, funded, and reviewed annually to reflect best practice.

Preparedness	11	Inspect & Maintain Fire Trail Register	Inspect and Maintain a Fire Trail register (BFMC) to show the condition of all fire trails.	LPMA; LGA; DECCW; RFS
	14	Inspect & Maintain Water Hydrants	Develop an annual inspection and maintenance program in consultation with the BFMC	Other
	59	Manage CFU (s) as per NSWFB Policy.		NSWFB

Again, should be activated, funded, and reviewed annually to reflect best practice.





# RFS Community Protection Plans.



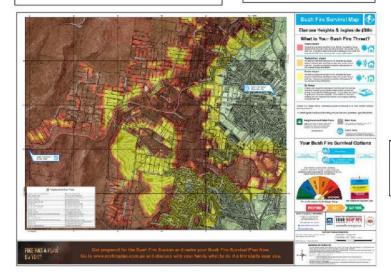
Plans for some 80 communities are shown, many with multiple entries. There are two plan types: Preparation and Survival.

https://www.rfs.nsw.gov.au/resources/publications/community-protection-plans

The Survival Plans contain a map showing four colour-coded zone types expected to be impacted by flames, radiant heat, embers, and a fourth zone where ember damage is possible. Also showing are a fire danger indicator and contact information, and an exhortation to prepare your plan.

Map with coloured zones. Shows zones where areas are expected to be impacted by flames, radiant heat, or embers, and a fourth zone where ember damage is possible.

Zone table explaining each of the zone colour codes on the map. Eg "property likely to be impacted by deadly levels of radiant heat"



Leave/stay options with fire danger indicator



Community and Stakeholder Engagement Report Bush Fire Management Policy Page 145 of

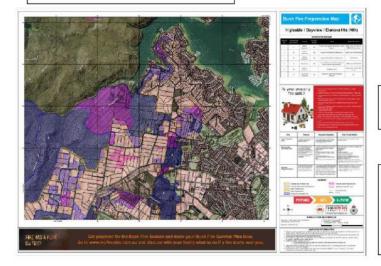


The Preparation Plans will be useful to residents for the fire-safe checklist. Other information on these plans is not likely to be directly used by residents either before or during a fire as they will not be the ones implementing the works programs or managing the fire-fighting operations.

Map with numbered and coloured zones. Each zone number has a Works Program Action, e.g. "Maintain Fire Trails".

Each zone colour corresponds to a zone type eg "Advantage zone: to reduce fire speed and intensity"

Works Program Table, showing actions for each zone type. Eg "implement mosaic burning"



Property fire -safety checklist

Colour legend showing type of zone, depending on suppression objectives and area characteristics.







There are four simple steps to get ready for a bush fire.



STEP 1

DISCUSS WHAT TO DO IF A BUSH FIRE THREATENS YOUR HOME

Many households find that having a discussion over diener works best as everybody is together and focuseed.

STEP 2

PREPARE YOUR HOME AND GET IT READY FOR BUSH FIRE SEASON

There are simple things you can do around your home to prepare it for a bush fire, like keeping the grass low and having a cleared area around your home.

PREPARE Download the Step 2 checklist (PDF, 695.5 KB).

KNOW

KNOW THE BUSH FIRE ALERT LEVELS

If there is a fire in your area you will find its alert level on the NSW RFS website and in the 'Fines Near Me' app. You need to keep track of the alert level so you know what you should do.

Download Step 3 (PDF, 185.1 KB).

KEEP

STEP 4
KEEP ALL THE BUSH FIRE INFORMATION NUMBERS, WEBSITES AND THE SMARTPHONE
APP

In a bush fire, it's important that you stay up to date on conditions in your area

Download Step 4 (PDF, 219.1 KS).

It's a fact. If you and your home are well prepared, you stand a better chance of surviving a bush fire. Download the four simple steps today,

https://www.rfs.nsw.gov.au/plan-and-prepare/bush-fire-survival-plan

In general terms, the preparation of household fire-safe plans is well covered. There are many checklists and examples. See eg





From: no-reply@harvestdp.com
Sent: riday, 18 December 2020 1:03 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

### Do you support the draft Bush Fire Management Policy?

Yes, with changes

# Please provide your comments below

I tried to upload but my submission was too large.

I have emailed it to council@northernbeaches.nsw.gov.au for attention of Matt Horwood, with a request that my submission be acknowledged.

#### First Name



Last Name







Email	
Postcode	
Gender	
Year of Birth	

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From: no-reply@harvestdp.com

Sent: Thursday, 3 December 2020 1:40 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Yes

First Name



**Last Name** 



Postcode







Gender



Year of Birth



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https://yoursay.northernbeaches.nsw.gov.au/index.php/dashboard/reports/forms\_new/data/653





From: no-reply@harvestdp.com

Sent: Friday, 20 November 2020 4:48 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

# Do you support the draft Bush Fire Management Policy?

Yes, with changes

# Please provide your comments below

Rather than just passing the buck onto property owners (then fining them if they actually do any fire hazard reduction work on their properties) HOW ABOUT ACTUALLY DOING SOME MEANINGFUL BURN OFFS AT INGLESIDE TO HELP REDUCE THE BUILD OF FUEL LOADS OVER THE PAST 15 YEARS?

The residents in the have been asking for this for many months.

Also, can we please have the emergency evaluation plan which was promised to us "within a month" 2 years ago.





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From: no-reply@harvestdp.com

Sent: Tuesday, 24 November 2020 8:34 AM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Yes

# Please provide your comments below

Have lived in Belrose since 1966 and as such have experienced many fires in Forest area, one at the end of our street with Firies yelling for able bodied men to assist. Having experienced the tragedy of others in the last Season am fully supportive of any means to save our Bush, animals and especially property, whilst no guarantees there must be a 'Plan' Thanks ...[smilling face with smilling eyes]

#### Postcode







### Gender



# Year of Birth



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From: no-reply@harvestdp.com

Sent: Tuesday, 24 November 2020 9:08 AM

To: Matt Horwood

**Subject:** Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Yes

To view all of this form's submissions, visit

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From: no-reply@harvestdp.com

Sent: Monday, 7 December 2020 7:54 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Yes

Postcode



Gender



Year of Birth



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From: no-reply@harvestdp.com

Sent: Tuesday, 15 December 2020 6:29 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy? Neutral

# Please provide your comments below

i'm pleased to read that Indigenous methods of fire is being considered however it ought to be leading this policy. our Indigenous People know this land, its flora and fauna, they will lead the way for the protection of all.

i've marked 'neutral' as there's no other preference for me to include the above.

To view all of this form's submissions, visit

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From: no-reply@harvestdp.com

Sent: Monday, 23 November 2020 5:06 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

## Do you support the draft Bush Fire Management Policy?

Yes, with changes

# Please provide your comments below

A Bush Fire Management Policy without a mention of climate change?

The effectivness of backburning and asset protection zones has been questioned in the recent bushfire royal commission. This policy is a continuation of past policies whose effectiveness may be open to doubt.

## First Name



**Last Name** 





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From: no-reply@harvestdp.com

Sent: Tuesday, 24 November 2020 3:25 AM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

# Do you support the draft Bush Fire Management Policy?

Yes, with changes

# Please provide your comments below

There should be no burning on a Monday, ... when personnel obviously have not recovered from their weekend hang-overs. The last disaster was a Monday. Burning should only be begun on a Tuesday.

First Name



**Last Name** 







Postcode

Gender

Year of Birth

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From: no-reply@harvestdp.com
Sent: riday, 6 November 2020 7:56 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

No

# Please provide your comments below

I think that there should be less emphasis on working partnering with emergency services / rural fire service / fire and rescue and more emphasis on planning and management in partnership with organisations such as the Firestick Alliance - replacing current practice with traditional & ecological burning practices and fire regimes which are proven to improve risk mitigation and environmental outcomes.

#### **First Name**







Last Name
Email
Postcode
Gender
Year of Birth
Please tick this box if you wish to opt out. Yes
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 From:
 no-reply@harvestdp.com

 Sent:
 Friday, 20 November 2020 4:48 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

## Do you support the draft Bush Fire Management Policy?

Yes, with changes

## Please provide your comments below

Council needs to include ecological burning practices in conjunction with hazard reduction prescribed burning in bushland reserves. This work needs to share many of the principles of 'cultural burning'.

Cultural burn/cool burn/ mosaic burn practices are clearly missing from this policy. Stating that Council 'seeks' to integrate these practices is inadequate. A clear commitment is required up front in the section Principles.

Council needs to work with the Regional Bushfire Management Committee and the Firesticks Alliance Indigenous Corporation to facilitate cultural learning pathways to fire and land





management. These practices are required for a good ecological outcome.

Council staff need to recognise the need for continual improvement in land management and work with cultural burn experts to refine current practices.

The outcome of this work needs to be clearly articulated and prioritised in the policy.

First Name
Last Name
Email
Postcode
Gender
Year of Birth

Please tick this box if you wish to opt out.

Yes

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From: no-reply@harvestdp.com

Sent: Sunday, 20 December 2020 10:48 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

# Do you support the draft Bush Fire Management Policy?

Yes, with changes

# Please provide your comments below

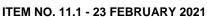
The following comments relate to planning, development assessment and conservation.

Take into account the likely impacts of climate change in the assessment of development and APZ impacts.

Avoid new development in areas exposed to a bush fire risk.

Avoid locating Special Fire Protection Purpose buildings in bushfire prone areas.







Implement land use planning to minimise or avoid the impact of natural hazards such as bush fire.

Direct development away from land affected by bush fire hazard and constrained land.

Consider the potentially greater impact on biodiversity resulting from bush fire hazard complaints based on perceived bush fire risk.

Avoid development that will be exposed to bush fire risk due to close proximity to bushland areas on Crown land, in a State Park or a National Park.

Avoid development that results in land use conflicts between asset protection and conservation.

Avoid hazard reduction in rainforest areas, riparian vegetation, coastal upland swamp and other natural areas that have a shady or damp environment that is normally more resistant to fire

Avoid too frequent fires that reduce biodiversity and favour more bushfire prone vegetation.

Following hazard reduction remove weeds to prevent their proliferation during the regeneration of bushland.

First Name

Last Name



Email

Postcode







Gender

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From: no-reply@harvestdp.com

Sent: Monday, 23 November 2020 4:37 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

## Do you support the draft Bush Fire Management Policy?

Yes, with changes

#### Please provide your comments below

Following the devastating out of control fire on North Head a few weeks ago I think that changes must be made to the Bushfire Management Plan.

Allowing that fire to even start on such a windy day is almost a criminal offence!

Most people do not realise the devastation caused because it cannot be seen on the western side of the headland

I understand that there were many deaths on North Head eg . Possums, Pygmy possums, and Echidnas ..... little skeletons were found ! And now,rabbits are eating away at any new shoots ... just the animals we don't want in that area .

Please could you consider having Aboriginal people, expert on fire Management, as part of





your decision making team? Let them show us howmthyenhave managed fire in this country for thousands of years ..... we may learn a thing or two

First Name	
Last Name	
Email	
Postcode	
Gender	

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From: no-reply@harvestdp.com

Sent: Tuesday, 10 November 2020 3:20 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

## Do you support the draft Bush Fire Management Policy?

Yes, with changes

#### Please provide your comments below

Please please can we have some Aboriginal people doing the burnoffs in future in our area. I am certain that they would do a better job than the 'firefighters'

What happened on North Head when a burn off became a gigantic bush fire that damaged so much of the headland , is a criminal offence .

The wind from the north east was already strong and why would anyone in their right mind have gone ahead with a fire on tinder dry bushland on that afternoon?

Please employ some Aboriginal fire experts to do burnoffs in the nothern beaches area.

#### **First Name**





Last Name
Email
Postcode
Gender
Year of Birth
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From: no-reply@harvestdp.com

Sent: Sunday, 20 December 2020 4:54 PM

To: Matt Horwood

Subject: Submission form - Draft Bush Fire Management Policy Form Submission

Follow Up Flag: Follow up Flag Status: Flagged



# Submission form - Draft Bush Fire Management Policy Form Submission

There has been a submission of the form Submission form - Draft Bush Fire Management Policy through your Your Say Northern Beaches website.

Do you support the draft Bush Fire Management Policy?

Yes, with changes

Please provide your comments below

Dear council,

I feel there has been a thorough amount of work into the draft and largely support the draft moving forward.

I would like to add comment on regards to existing residents in areas of catastrophic and extreme bushfire prone areas and proposal for development whereby there is only one road of entry/exit and the potential loss of life and property that future development will impact.

The has a whereby this scenario

is of of major concern to existing residents. Around 35 homes are directly affected by this





scenario and we feel it must reflect this in the 4 key areas of management to protect the

existing residents Regards **First Name** Last Name Email Postcode Gender Year of Birth Please tick this box if you wish to opt out. Yes To view all of this form's submissions, visit https://yoursay.northernbeaches.nsw.gov.au/index.php/dashboard/reports/forms\_new/data/653



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Community and Stakeholder Engagement Report Bush Fire Management Policy