



Service areas

Environment and sustainability
Waste and cleansing services
Kimbriki Resource Recovery Centre
Strategic land use planning
Development assessment
Environmental compliance
Parks and recreation
Children's services

Community, arts and culture
Library services
Transport, traffic and active travel
Economic development,
events and engagement
Property and facilities
Governance and assurance services
Customer service
Corporate support services

Service achievements

The following sections of this Annual Report are structured around 16 key service areas.

We provide a broad range of services to support the community and protect our extraordinary natural environment. Services are presented based on the quadruple bottom line - environmental, social, economic and civic. All services contribute to more than one outcome area in the Community Strategic Plan but for ease of reference are grouped based on the primary outcome they contribute to. A summary of the services and the goals they contribute to are provided on the page opposite.

For each key service area, we highlight:

- major achievements
- performance measures
- projects - a summary of the progress of each operational and capital project



Environment	Social	Economic	Civic
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging
		Vibrant Local Economy	Transport, Infrastructure and Connectivity
			Good Governance
			Partnership and Participation

Key service	CSP goals									
Environment and sustainability	G1	G2	G3	G4	G5	G6	G7			
Waste and cleansing services	G1	G4	G8	G13						
Kimbriki Resource Recovery Centre	G4	G6								
Strategic land use planning	G5	G7	G8	G21	G22					
Development assessment	G5	G7	G8	G19						
Environmental compliance	G1	G7	G8	G11						
Parks and recreation	G4	G5	G8	G9	G11	G13	G22			
Children's services	G8	G9	G11	G12						
Community, arts and culture	G8	G9	G10	G11	G12					
Library services	G9	G10	G12	G18	G22					
Transport, traffic and active travel	G2	G6	G16	G17						
Economic development, events and engagement	G7	G8	G9	G10	G15	G19	G20	G21	G22	
Property and facilities	G2	G5	G7	G8	G9	G11	G15	G20		
Governance and assurance services	G19	G20	G21	G22						
Customer service	G20									
Corporate support services	G5	G7	G14	G18	G19	G20	G21	G22		

The goal references above show how projects align to the CSP.



● Environment

● Social

● Economic

● Civic

Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation
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Supporting CSP goals

G1	G2	G3	G4	G5	G6	G7
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This service aims to protect and enhance our natural and built environments which include 17km² bushland, 80kms of coastline, creeks within seven catchments, four coastal lagoons, Pittwater and Middle Harbour, and 640kms of stormwater network. This service also delivers programs to protect and preserve biodiversity, manage natural hazards, and improve sustainability for Council and the community. Thousands of community members take part each year in education and action with our Manly and Coastal Environment Centres.

Coast, catchment and estuary management

Important coastal protection works were completed at Collaroy Beach carpark, as well as emergency repairs to rocky seawalls at the end of Clarke Street, Narrabeen. We also continue to work with residents on their development applications for permanent protection works at Collaroy-Narrabeen Beach. Following several storms in November, February and May we completed some important recovery works. This included beach scraping at Collaroy and Fishermans' beaches, seaweed removal at Manly Lagoon low-flow pipes, Queenscliff seawall protection, coastal landslip and geotechnical inspections, as well as works in culverts and creeks in Cromer.

To improve marine biodiversity, we assisted the Sydney Institute of Marine Science to install living seawall habitat tiles at Fairlight rockpool and Clontarf seawall. These hexagonal tiles, designed using 3D technology, mimic the natural features of Sydney's rocky shores, and provide extra habitat for our marine wildlife.

Our lagoons and Pittwater were monitored for their estuarine health for the ninth consecutive year, building a valuable record to help us better manage them. Manly Lagoon was improved with foreshore works; and research started for a project that may install a floating wetland on Curl Curl Lagoon. In Dee Why Lagoon catchment we tracked macro and micro litter sources in partnership with AUSMAP a Macquarie University project.

Other projects this year include:

- creek rehabilitation projects at Narrabeen Creek and Fern Creek, as well as a water quality monitoring program in the Ingleside creeks, and educational signs at Warriewood Wetlands
- at Little Manly Point Park, repairs and improvements to the groundwater containment system as well as a risk assessment report on managing the site
- educational signs installed at Long Reef to care for the local habitat and wildlife
- public exhibition of a new policy on water management for development.

Bushland, biodiversity and volunteers

Our bushland was regenerated across 986 hectares in 260 sites, to improve habitats and reduce invasive species. We gave away 2,800 native plants this year to our community at four events before the COVID-19 restrictions took hold in March. National Tree Day in July 2019 was a highlight with 200 volunteers planting over 1,500 plants, including 1,000 trees.

Bushcare and the Community Nursery had 305 people contribute 4,308 volunteer hours, until COVID-19 restrictions started in March. We then redeployed some staff to continue the work, and in May we launched a new Backyard Habitat program to help build wildlife habitat in the suburbs. Within two days the program was oversubscribed, and over 2,200 free native shrubs were delivered to 750 residents. The Backyard Habitat program was so successful, it has seen a resurgence in people being interested in conserving wildlife habitat and in volunteering for bushcare.

Weed control projects reduced priority weeds in bushland and waterways, with ongoing control measures to contain their spread in high-risk creek catchments and road corridors. We successfully managed pest animals, including culling 33 foxes and 715 rabbits, reducing the pressure on native vegetation and wildlife.

Council responded to various customer requests and applications relating to the environment.

- 895 customer requests such as hazardous trees and environmental damage in reserves.
- 312 customer requests on weeds and pest animals.
- 309 weed inspections undertaken on private property.
- 524 development assessment (DA) referrals.
- 92 pre-DA lodgement meetings.
- Expert witness advice for four matters in the Land and Environment Court.

Preparing for bush fires

The bush fire season commenced early on 1 September 2019, following predictions of significant bush fire risk for Eastern Australia. Preparations for the season included an audit and risk assessment of over 80 asset protection zones, four hazard reduction burns, and manual fuel reduction. Fire trail works were completed to meet Rural Fire Service (RFS) standards, along the Western Foreshore, Duffys Forest and Manly Dam. More than 100 residents attended community meetings at Terrey Hills and Frenchs Forest to ensure they were prepared for the fire risk.

On 11 and 12 November, a state-wide total fire ban was declared along with predictions of catastrophic fire conditions. Council responded to ensure our community's safety, by closing all bushland tracks and trails including Manly Dam, Manly to North Harbour walk and Stony Range Gardens, and worked closely with the Rural Fire Service (RFS) and local emergency services. We prepared large animal refuges at Frenchs Forest Showground and North Narrabeen Reserve for relocating horses and other large animals away from bushland. We extended library opening hours at our libraries to provide a safe and comfortable place for the community. With milder weather on Wednesday 13 November we were able to reopen the bushland trails and get back to business.

Whilst the area was spared from the devastating fires, planning immediately commenced on next year's hazard reduction program. Other vital work ensured our framework is sound, including a new Bush Fire Risk Management Plan, Fire Access and Fire Trail Plan, and Bush Fire Prone Land map, for the approval of the Commissioner.

Stormwater and floodplain management

In February, Council responded quickly to a predicted storm to reduce the potential flood impact. This included opening the Narrabeen Lagoon entrance with an excavator. Flood predictive tools were also used to plan an effective response operation with emergency services. In the wake of this and other storms, we responded to over 100 customer requests, and made multiple repairs to our stormwater system to keep it free flowing, such as clearing roots and blockages from pipes along Manly Lagoon Reserve and Pittwater Road.

We improved our flood management framework with a series of flood studies including Newport and Brookvale; a report on overland flow across Ingleside, Elanora and Warriewood; and options for floodplain management in Manly to Seaforth, McCarrs Creek, Mona Vale and Bayview. We improved the stormwater network with pipe remediation at 33 locations, 1,210m of pipe relining, and 29 pit modifications. At South Steyne Beach we remediated pipe damage from the 2016 storms, relined the pipe, and installed permanent bench seating to be enjoyed by beach users.

Adapting to climate change

We have completed the XDI Sydney project, a multi-agency climate risk analysis tool that examines the expected costs of extreme weather, and related impacts on critical infrastructure in the Sydney area. This results from a partnership with the City of Sydney Council, key NSW state and federal government agencies and industry experts. The XDI platform contains data for over 200,000 assets, and quantifies the risks to each one. Councils and other asset owners can use this to collaborate and fund infrastructure works, to help make our city more resilient to climate change.

Education on our environment and sustainability

This year the Coastal Environment Centre (CEC) at Narrabeen educated nearly 13,000 people through our school and community programs. The community workshops included native bee keeping, worm farms and composting, making beeswax wraps, sustainable fishing, and the ever-popular Snake and Spiders events, as well as two new nature play programs for children. The community program also included night walks at various reserves, rock platform exploration tours and two showings of the acclaimed 2040 movie.

Our strong partnership with local schools saw us host three Green Days, provide 14 schools with plants for School National Tree Day, and trials for composting and bush regeneration. These programs enable schools to create a healthy environment both in their school and reserves nearby. During COVID-19, staff worked remotely developing online resources for teachers and students to access as an alternative to attending excursions. This led to requests by local teachers for live online sessions about coastal processes and storm water pollution, which we provided.

CEC's annual Open Day in September included workshops, plant giveaways, talks and nature art, all focused on creating habitat in your backyard. Both the CEC and Manly Environment Centre supported a week-long 'Ocean Festival', in November, with 34 events from Manly to Palm Beach. Events included 'Science at the Steyne', stand-up paddle boarding, 'Dive for Debris', an Arts Meets Science exhibition, 'Ocean Trivia' and a guided snorkel tour of Cabbage Tree Bay's crayweed. Volunteers from the Friends of Cabbage Tree Bay continued through the year to educate the community on protecting the marine biodiversity of the aquatic reserve, interacting with approximately 12,000 visitors to the bay.

Solutions for saving water and energy

The 'Charge Ahead' program has continued to be popular to help residents save energy, using the online SunSPoT tool, free energy advice, and obligation-free quotes for solar from quality suppliers. Our 'Simplifying Solar' webpage is also being developed.

A new Water Savings Partnership was established with Sydney Water and is now engaging high water-using sites to identify water saving options. We engaged with local schools and businesses, and held a live webinar in June. To date, over

200kL/day of potential water savings have been identified for 16 businesses, of which 90kL/day have been realised. That is the equivalent of 13 olympic swimming pools each year and more than \$70,000 per year of water savings.

Corporate sustainability

Council adopted Protect.Create.Live - Northern Beaches Environment and Climate Change Strategy 2040, our long term strategy. The Climate Change Action Plan is the first of a series of action plans that will be developed as a consequence of the strategy.

We continued to claim Energy Saving Certificates for energy efficiency upgrades under the NSW Energy Saving Scheme. Over \$95,000 was received this year, which is being reinvested in more energy saving projects to further reduce our carbon emissions. Along with our ongoing program of solar panel installations on our buildings, we are also exploring using renewable electricity, and the potential for a local solar farm. These actions together will progress us towards our goal to power all suitable Council premises with renewable electricity by 2030.



Performance measures	Target	Result 2020	
Bush regeneration by contractors (ha)	Annual > 300ha	1,767.5ha	✓
Scheduled active bushland management completed	80%	100%	✓
Volunteer bush regeneration (hours)	≥ 6,900hr	5,005hr *	✗
Stormwater network renewed/ upgraded in line with Asset Management Plan (m)	800m	1,210m	✓
Annual beaches with good/very good rating (Beachwatch)	90%	90%	✓
Required mitigation activity completed for natural hazards	100%	100%	✓
Council energy sourced from renewables	≥ 1%	4.40%	✓
Total greenhouse gas emissions by Council (t CO ₂ e)	≤ 25,511 t CO ₂ e	23,302 t CO ₂ e	✓
Annual total water use by Council (kL)	≤ 463,749	425,466	✓



Achieved target



Behind target

* Volunteer bush regeneration hours are down as sites were closed for three months to reduce the risk of spreading COVID-19, in line with advice from lead NSW and Federal health authorities.

Completed

G2	Deliver programs to protect and restore bushland including threatened species, pest species and bush fire risk
G1	Deliver programs to protect and restore our catchments, waterways and coast
G6	Deliver environmental sustainability programs and enhance resilience to climate change
G3	Deliver effective and engaging sustainability education and volunteering programs
G1 G6	Develop and implement the Environment and Climate Change Strategy
G6 12	Provide a range of inclusive and accessible environmental education programs
G3	Deliver programs to protect our community from the effects of flooding

On target

G2	Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway
G6	Investigate Scotland Island wastewater feasibility
G3 G12	Environment Study
G6 G12	Narrabeen Lagoon Entrance Management Strategy

Completed**Coastal protection**

G2 Collaroy-Narrabeen coastal protection works

Stormwater program

G2 Reactive stormwater renewal works

G2 Gross pollutant trap renewal works

Water and energy saving initiatives

G4 G5 Water saving and re-use initiatives - special rate variation

Biodiversity protection

G1 Hillside Road land acquisition

On target**Stormwater program**

G2 Warriewood Valley creekline works.

Behind schedule

Stormwater program

- G2** Planned stormwater new works – Delays were experienced in early 2020 as Council was unable to obtain quotes through its Drainage Panel, and needed to re-advertise for quotes, and then contractor availability was reduced as a result of COVID-19.
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- G2** Planned stormwater renewal works – Delays were experienced in some parts of the program in early 2020 due to contractor availability being reduced as a result of COVID-19 and unexpected issues with utility services.
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Water and energy savings initiatives

- G2** Manly Andrew Boy Charlton Aquatic Centre installation of solar photovoltaic - In early 2019 there was a delay in completing the tendering process. During May-June the solar panels and other infrastructure were installed.
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- G2** Energy saving initiatives works program - special rate variation - Works on the proposed Urban Night Sky Park at Palm Beach Headland were delayed, as stakeholder and community engagement could not be held due to COVID-19 restrictions.
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- G2** Energy saving initiatives works program - revolving energy fund. Due to potential funding that may become available from the NSW State Government, several energy efficiency projects were carried forward to the new financial year.
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Waste and Cleansing Services



Environment

Protection
of the
Environment

Environmental
Sustainability

Social

Places for
People

Community
and Belonging

Economic

Vibrant Local
Economy

Transport,
Infrastructure
and Connectivity

Civic

Good
Governance

Partnership
and
Participation

Supporting CSP goals

G1

G4

G8

G13

This service manages the collection of waste and recyclables from more than 93,000 households each week, including offshore communities. Bulky goods are also collected twice a year and solutions are provided for hazardous waste and e-waste as well as effective education programs and campaigns on waste reduction and substitution. Total domestic waste collected by Council is reducing each year and is currently around 114,000 tonnes. About 64 percent of this is recycled or repurposed.

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

New waste service

On 1 July 2019 we commenced a new industry-leading waste services system. Extending across Council's area for the first time, this equitable, consistent and cost-effective service has the following key features:

- reduced charges for approximately 50 percent of households, one of the lowest in metropolitan Sydney
- new fleet of 44 smart waste trucks, with modern emission-controlled engines reducing pollution
- real-time data is collected to improve service delivery, missed service tracking, response times and customer satisfaction
- new and convenient pre-booked bulky goods collection service
- new waste processing contract which reduces waste going to landfill
- executing the largest bin retrieval and replacement program in the southern hemisphere.

In designing a new comprehensive service, Council also took the opportunity to build in a number of innovations:

- less litter - new waste trucks must have fully enclosed loading hoppers - a first in Australia for litter prevention from domestic waste
- more recycling, less landfill – the waste from red bins goes to a processing plant which extracts any remaining recyclable materials, and processes organic waste into a compost-like product
- plastic to oil - recycling will tap into new advances to produce oil from plastic, using Australian Licella technology, which could potentially run our new modern truck fleet
- x-ray film recycling stations were installed at customer service offices, for responsible disposal of unwanted films – diverted from landfill with the silver recovered from x-rays.

To reduce fire risk, over summer extra vegetation clean-up services were provided to communities close to Ku-rin-gai Chase National Park and on Scotland Island and Western Foreshores.

We also trialled new compactor bins at Shelly Beach reserve, to prevent overflowing bins in the popular spot. As part of our smart Beaches project, the bins use solar panels to power the compactors, and send a remote signal as they fill up. The design also has a barrier to prevent birds from accessing and disturbing the rubbish. The bins reduce the cost of frequent emptying, eliminate litter, and help protect the adjacent marine reserve and wildlife.

Educating and enabling our community

With the start of the new waste service, we provided extensive information and education to residents, including a new online waste costs calculator so that households can tailor their waste service to their needs. Information was also targeted at waste reduction practices, increasing waste separation, reducing contamination, as well as curtailing illegal dumping associated with the change in bulky goods collection. Education programs also targeted the phasing out of single-use plastics through our 'Swap This for That' program.

In 2019, we launched a campaign on composting and worm farming, reaching almost 158,000 people on social media and culminating in an offer of free worm farms and compost bins. With a high level of interest the entire stock of 3,667 free compost bins and worm farms was allocated in only four days.

Over 11,000 people were educated on new ideas and skills to manage waste responsibly and build a more circular economy. Our waste reduction series included workshops, webinars and events to help residents take simple steps and re-think how they buy, maintain and recycle goods so that the resulting materials are re-used. The series included 54 workshops, 19 webinars, 22 school presentations and tours of our regional waste facility Kimbriki, eight presentations to community groups and five community events.

The workshops include preserving fruit and vegetables, keeping backyard chickens, composting, how to make wicking beds, worm farming, making beeswax wraps, reusable nappies, avoiding food waste, how to swap out single use plastics, furniture, small appliance and bike repair, decluttering and how to sell or give away unwanted items online.

Our school program involved 897 students in activities including Kimbriki tours, school waste audits and Eco theatre performances. The Plastic Free School Canteen webinar attracted 170 registrations, which led to developing tailored Action Plans for canteen managers targeting single-use plastic items such as sushi and fruit cups.

Reducing single use plastics

Council requires all event organisers to promote and practice waste avoidance and resource recovery at all local public events. This year we reviewed 143 event proposals to ensure they met the mandatory event waste management conditions, which include prohibiting the use of all single-use plastics, bottled water and balloons. We also supported 26 events to be free of bottled water, by lending portable refill water stations and bubblers.

To raise awareness of the campaign on single-use plastics, the *Missing Drop* sculpture was created by former Artist in Residence, Angela van Boxtel, to show that everyone can make a difference. The sculpture toured the Northern Beaches at several events including the 'Waves for Water' fundraiser, which raised \$25,000 to provide clean drinking water to the Asia-Pacific region.

'Swap for Good' business program

Council received high recognition for our Swap for Good business program, receiving the Local Government Professional Award for Environmental Leadership and Sustainability. This program empowers businesses to reduce single-use plastics, by providing information, resources and contacts on alternatives to single-use plastics. This program has the potential in our area to save over 560m³ of plastic per year from landfill, including 62,000 plastic straws, 25,000 plastic bags, 1.7m coffee cups, 10,000 plastic water bottles and cups.

The program is proving popular with 120 businesses registered to the 'Swap for Good' program. A quarter of our area's food and beverage businesses, and almost half the schools on the Northern Beaches have interacted with the program. Some 600 businesses have also been provided with the Sustainable Procurement Guide, Supplier List and Action Plans.

During COVID-19 restrictions, the program adapted to also focus on safety. We helped train local cafes in techniques such as contactless pour and 'Swap and Go' systems.

Some of the stand-out achievements this year were:

- elimination of 9,000 plastic straws per year from a beachside café
- elimination of 9,000 plastic cups per year at a business water refill station
- uptake of 'Swap and Go' coffee systems at almost 30 cafes
- a local café converted 20 percent of their customers to their mug library, saving over \$7,000 a year in disposable coffee cups
- the largest shopping centre on the Northern Beaches installed a water refill station, which will reduce the need for up to 12.4m plastic water bottles
- 'sustainable Solutions Expo' attended by 300 hospitality business representatives.

An interactive map is also available on our website showing locations of water bubblers and refill stations.

Cleansing services

Approximately 50,000m² of pavers were cleaned in public places, by scrubbing and high-pressure washing during the year. The program provides scheduled cleaning of targeted high-use areas and reactive cleaning after incidents or major public events. We also responded to the COVID-19 pandemic swiftly to address public health, with additional cleansing services for high-use public spaces including bus shelters and other contact surfaces.

Our graffiti removal program includes regular patrols of town centres, playgrounds, public amenities and known graffiti hot-spots as well as responding to real-time reports of graffiti vandalism for prompt removal. Offensive graffiti is removed within 24 hours of reporting, with over 30,000m² removed during the year.

Our street sweeping service recovers debris and helps keep our streams and lagoons clean. The majority of material and debris recovered through Council's street sweeping service is recycled, via reprocessing material into road base. Approximately 1,200 tonnes of street sweepings were repurposed for beneficial reuse in road construction, diverting this material from landfill and providing financial savings to Council.

This service also rakes our beaches of debris and litter. We undertook additional cleansing services during the peak summer period at our busiest beachfronts and town centres.

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Performance measures	Target	Result 2020	
Clean town centres and villages: compliance with schedules	100%	100%	✓
Domestic waste diverted from landfill (collected by Council)	70%	64%*	✗
Domestic waste per capita (kg)	< 420kg	417kg	✓



Achieved target



Behind target

* Changes to NSW legislation have impacted on the ability to redirect processed organics to beneficial reuse. Processing contractors are working with state government and industry to review options for reuse of this valuable commodity. This result has been further impacted as our processing partner is reconfiguring processes and trialing technologies that will meet the new NSW Environment Protection Authority standard.

Operational projects

Completed

G4 G8	Implement strategies for waste, event waste and single-use plastics
G4	Deliver waste education and change initiatives for community and business
G6	Review the cleansing service

On target

G6	Implement and manage new contracts for domestic waste collection and processing
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Behind schedule

G1 G6	Review waste service and infrastructure for offshore communities - <i>Community engagement on the review was delayed due to COVID-19 restrictions.</i>
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Capital projects

Completed

Waste and Cleansing	
G1	Ride on sweepers
G1	Bin replacements

Kimbriki Resource Recovery Centre



● Environment

● Social

● Economic

● Civic

Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation
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Supporting CSP goals

G4 G6

This facility aims to deliver long-term reliable, responsible and sustainable waste management and recycling services to the local community. It receives over 30,000 tonnes of material on-site each year and around 80 percent of this is recycled. There are around 4,000 visits each year to Eco House and Garden for education on sustainability. The shop at the Buy Back Centre which sells salvaged building materials and furniture.

Kimbriki's new fully engineered landfill cell has been completed within budget and it is now in use. This cell is fully lined in accordance with the recently released NSW EPA guidelines and represents best practice for this type of construction.

The COVID-19 pandemic has placed considerable strain on Kimbriki and its staff. At the peak Kimbriki experienced record numbers of vehicles entering the site, with increases of over 55 percent on some days. Changes to processes and procedures were implemented to ensure the safety of both staff and customers. All essential services remained open with minimal delays or service interruptions. The temporary closure of the Buy Back Centre and restrictions on resource recovery activities significantly impacted the diversion of waste from landfill.

Kimbriki expanded the range of free drop offs for household problem waste such as paint, fluorescent tubes, light bulbs, batteries and mobile phones, with all materials going to responsible dismantlers and recyclers.

Four major on-site contractors have been engaged and are performing under the new contracts. These cover waste management of the landfill, earthworks, and recycling of household waste as well as construction and demolition materials, and green waste. The new contractual arrangements for green waste have reduced stockpiles on-site by 75 percent and significantly improved odour control.

The Eco House and Garden team have provided eight online workshops on worm farms and composting to residents who received a free unit from Council. This has now been expanded to all residents, and wicking bed workshops have also been added.

The leachate treatment plant achieved its first full year of operations resulting in treatment and safe disposal to the sewer of over 110m litres of leachate from the site. The plant treats water that has seeped into the landfill on-site, and helps keep the catchment, runoff and streams clean.

Performance results

Performance measures	Target	Result 2020	
Total waste diverted from landfill	82%	81.1%*	✗
Domestic dry waste diverted onsite from landfill	10%	3.5% **	✗
Compliance with environmental requirements	100%	100%	✓



Achieved target



Behind target

* The loss of a key commercial contract supplying vegetation, and a 38 percent downturn in demolition and construction waste due to unexpected market conditions has resulted in a drop in incoming tonnes of recyclable materials.

** COVID-19 restrictions resulted in temporary closure of the Buy Back Centre in the final quarter as well as delays to trials of new recovery methodologies as access to the site was limited.

Operational projects

Completed

G4 G6 Develop long term business plan endorsed by shareholder Councils

On target

G4 G6 Research and develop improved resource recovery consistent with the endorsed business plan

Completed**Kimbriki improvements**

G4 Kimbriki landfill cell development Area 4A

G4 Kimbriki gas capture system

G4 Kimbriki vehicles

G4 Kimbriki renewal program

On target**Kimbriki improvements**

G4 Kimbriki high level drain

G4 Kimbriki other

Behind target**Kimbriki improvements**

G4 Kimbriki landfill cell development Area 4B - *This project has been suspended whilst the site masterplan is under revision*

Strategic land use planning



● Environment

Protection
of the
Environment

● Social

Environmental
Sustainability

Places for
People

Community
and Belonging

● Economic

Vibrant Local
Economy

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● Civic

Good
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Supporting CSP goals

G5

G7

G8

G21

G22

The service prepares strategic plans and policies to manage growth and development on the Northern Beaches. The key focus areas are protecting the natural environment, providing opportunities for housing growth, including affordable housing, planning for future employment and economic growth, integrating land use and transport planning, protecting the character of important places, including those of Aboriginal and non-Aboriginal heritage significance.

Towards 2040 – Northern Beaches draft Local Strategic Planning Statement

Our first Local Strategic Planning Statement (LSPS) 'Towards 2040' was endorsed by the Greater Sydney Commission on 26 March 2020. The LSPS outlines our land use planning vision for the Northern Beaches for the next 20 years. We consulted extensively with the community to establish this vision, as well as priorities and actions to guide and direct planning in our area. This is another step towards the development of the new Local Environmental Plan for the entire Northern Beaches.

Frenchs Forest precinct planning

The Frenchs Forest precinct will include a variety of new housing and employment opportunities along with new public infrastructure. Unprecedented growth in the region will provide exciting opportunities for businesses and the community to come together.

Council has been working closely with the Department of Planning, Industry and Environment, the Department of Education and other state agencies to progress the rezoning package for public exhibition. We provided input on technical studies to support appropriate urban design, traffic and transport and sustainability matters for our community. We have also secured preliminary support for grant funding through the state government's Precinct Support Scheme program for local infrastructure upgrades in the local area.

Brookvale Structure Plan


Brookvale plays a critical role for the Northern Beaches and beyond. Its industrial areas maintain our urban services and drive our economy. Consultants have been appointed to prepare a transport plan for Brookvale, along with Northern Beaches housing and employment studies. These studies are critical in ensuring all options are considered for the future growth and development in Brookvale, as a vital strategic centre for the region.

A draft Transport Study was completed to identify the transport infrastructure required to support the future of the area. The study included collaborating with Transport for NSW and running scenarios through their Strategic Travel Model. Preliminary findings from the housing and employment studies have informed decisions regarding the future development of Brookvale as an important employment hub for the Northern Beaches.

Avalon Beach Place Plan

The draft Avalon Beach Place Plan was developed with significant engagement with people who live, work and play in Avalon. This included the Avalon Beach Pop-Up Plaza community engagement day that was held in July 2019 to seek community feedback on a range of design options prepared for the intersection at Avalon Parade and Old Barrenjoey Road. The event was extremely successful with over 500 comments on the intersection options being received.

The Avalon Community Reference Group members have been provided the draft plan for their review and consideration. The next step will be Council endorsement to place the draft Place Plan on community exhibition. This plan will ensure Council can deliver high quality, key infrastructure to serve the local Avalon community.

Performance measures	Target	Result 2020	
Planning proposals assessed within 90 days (from lodgement to submitting report to IHAP)	100%	50%*	



Achieved target



Behind target

* Only two planning proposals were received in the year, with one being assessed in 74 days. The other proposal was assessed in 103 days, due to the applicant not attending a pre-lodgement meeting and not providing all relevant documentation for assessment. The planning proposal also required the engagement of a third party to conduct an independent assessment of the application.

Operational projects

Completed

G5 G8 Amend DCPs to provide for 10% adaptable housing in new medium and high-density developments

G5 G21 Prepare Local Strategic Planning Statement and associated technical studies

On target

G8 Develop Place Plans for Avalon, Mona Vale and Manly and other centres on a rolling program

G7 G8 Prepare a Local Housing Strategy

Behind schedule

G5	Frenchs Forest Precinct Planning for a sustainable town centre and precinct with a Green Star Communities rating - Council staff continue to liaise with NSW Department of Planning, Industry and Environment, Department of Education and other state agency staff on outstanding matters requiring resolution prior to exhibition.
G7	Develop Aquatic Reserve Masterplan with a state-of-the-art education and recreation precinct - The relevant technical studies to inform the masterplan are completed. Exhibition of the Masterplan is dependent on NSW Department of Education.
G5 G8	Implement the Affordable Housing Policy - The Affordable Rental Housing Scheme was adopted by Council in May 2019. The Scheme, which was initially proposed to apply to the Frenchs Forest Planned Precinct, has been submitted to the Department of Planning, Industry and Environment for exhibition with the proposed zoning changes for Frenchs Forest. However, the scheme has been delayed due to the delay in release of the Precinct Plan by the Department of Planning Industry and Environment.
G7	Complete Brookvale Structure Planning and Rezoning - to revitalise Brookvale town centre – Finalisation of the Brookvale/Dee Why Traffic and Transport study and the Northern Beaches Employment study has been delayed. Once the technical studies are completed then preparation of the Structure Plan will re-commence.
G5 G7	Ingleside Precinct - work with Department of Planning, Industry and Environment on the potential land release – This project has been delayed until completion of the bush fire evacuation modelling, commissioned by the Department of Planning Industry and Environment.
G5 G7	Prepare Northern Beaches Local Environmental Plan (LEP) and associated studies – Work on the LEP has been delayed by the need to complete complex technical studies and the impact of the COVID-19 pandemic on our ability to undertake community engagement.
G22	Seek to establish a university presence on the Northern Beaches – This project is being considered in the context of the Frenchs Forest Precinct plan, which has been delayed by a number of outstanding matters that require resolution prior to exhibition.



● Environment

Protection of the Environment

● Social

Environmental Sustainability

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation

Supporting CSP goals

G5

G7

G8

G19

This service assesses development applications, modifications and reviews of determinations in line with local and state planning controls. It also provides an advisory service through pre-lodgement meetings to assist applicants in the preparation of their applications.

Improving customer experience

This year we focused on improving the customer experience associated with the development assessment service. Workshops were held with our frequent customers to better understand opportunities for improvement and to establish what areas of our service were working well. We introduced a customer experience survey to capture applicants' feedback on our service following determination of applications.

We also implemented the NSW Planning Portal module for external referrals (e.g. NSW Rural Fire Service). This has improved the turnaround times for external referrals and provides a direct link between the applicant and the referral body for payment of relevant fees, eliminating Council as a middleperson.

Significant efficiencies were also made with the implementation of paperless lodgement and the use of the NSW Planning Portal for the lodgement of applications. These changes aimed to reduce our impact on the environment through a more sustainable lodgement option.

2019/20 also saw significant improvements to application assessment times. We reduced the median assessment time to 59 days, which is a 35 percent improvement from the results of last year; and reduced the average assessment time to 79 days, which is a 21 percent improvement.

We made a number of website improvements during the year to assist our customers, including the launch of an interactive development application fee estimator. The fee estimator enables customers to calculate fees based on the development proposal and estimated cost of building works against Council's fees and charges. The fee estimator removes the need for applicants to provide a formal fee quote with each application lodged, simplifying the process for customers.

At the onset of the COVID-19 pandemic, the Development Determination Panel and Local Planning Panel were swift to transition to video conferencing. This helped to minimise disruptions to Development Application review timeframes.

Council trialled paperless application lodgement, with promising results. We are currently working on this service and plan to launch it in 2020 to significantly improve processing times.

Performance measures	Target	Result 2020	
DAs determined under delegation within 60 days	60%	52% *	✗
DAs referred to independent panels within 90 days	60%	14% **	✗
Proportion of applications to independent panels that were upheld in favour of Council	80%	90%	✓



Achieved target



Behind target

* A total of 2,315 applications were determined, 1,194 in under 60 days i.e. 52 percent. This is an improvement on both the median and average times to determine applications (including those determined under staff delegation and by planning panels). The median processing time was 59 days (35 percent improvement from the prior year's 91 days) and the average processing time was 79 days (21 percent improvement from the prior year's 100 days).

** A total of 71 development applications were determined by independent panels, of which 10 were referred to panels under 90 days. This is largely a result of a change in practice, to provide the applicant an opportunity to amend their proposals to address issues before being referred to a panel for determination.



● Environment	● Social	● Economic	● Civic
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging
		Vibrant Local Economy	Transport, Infrastructure and Connectivity
			Good Governance
			Partnership and Participation

Supporting CSP goals

G1	G7	G8	G11
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This service safeguards public health, safety and the natural environment through education, regulation and enforcement. Noise, water, food safety, building compliance and public health requests are managed by the Environmental Compliance team. Staff deliver proactive inspection programs of food shops and cooling towers, and deliver regular food safety education seminars which help to reduce the incidence of food-related illness.

Improving environmental health

Our Environmental Compliance team keeps our community and environment safe by delivering education programs, as well as providing formal and informal advice to business owners and the community. Our programs focus on individuals and businesses to educate them in the correct procedures governed by laws to store and prepare food for public consumption.

We have delivered a number of food education presentations to the food industry. These include an online webinars on health and safety requirements to be considered when starting a food business and one for the 'Collaboration Collective Northern Beaches', which discussed swapping of goods safely during COVID-19.

With the outbreak of COVID-19 we have worked closely with the local Health Unit and the NSW Food Authority to ensure businesses have COVID-19 Safety Plans and have all the necessary resources they need. We have conducted 210 'spot hygiene' checks of food businesses, providing advice and support to food business operators to ensure that they are maintaining an appropriate level of hygiene to reduce the risk of potential contamination to customers.

Keeping our communities safe

We collaborated with NSW Health in undertaking a mosquito trapping program at five locations on the Northern Beaches between December 2019 to April 2020 to identify mosquito species and any possible arboviruses that may be present. Two viruses of public health concern, Ross River Virus and Barmah Forest Virus were detected at Warriewood Wetlands and Narrabeen Lagoon. We are continuing to work with NSW Health to identify long-term management controls to minimise the risk to the community during the warmer months.

Our waterways can become significantly polluted with sediment if effective erosion control measures are not implemented at construction sites. We

have been undertaking targeted enforcement action to ensure the necessary measures are being implemented at relevant sites. We identified numerous businesses who were non-compliant and where appropriate issued notices to protect the safety of our community and the environment.

Our rangers are in the field responding to customer concerns between 6am – 8pm seven days a week. They work closely with local Police around Alcohol Free Zones throughout the Manly CBD, in response to community concerns around the enforcement of alcohol legislation. This year also saw a focus on sustained enforcement tasks for issues such as off-leash dogs, taking a tough stance where appropriate on two local dog attacks. We were also agile in assisting the NSW Police in carrying out patrols to regulate the COVID-19 restrictions, keeping our community as safe as possible from transmission of the virus.

Compliance and enforcement

Each year we receive a large volume of complaints relating to environmental and building matters.

This year we received 2,712 complaints requiring investigation of illegal building works of which 2,681 (99 percent) have been completed.

Illegal dumping has the potential to damage the environment, including land, water, soil and air pollution. This year we received 4,403 illegal dumping reports and were swift to respond in an effort to protect the environment.

An escalation in abandoned shopping trolleys was evident at the height of COVID-19 panic buying, where collection staff were diverted to other duties within stores. Proactive inspections were undertaken at known hotspots in Manly, Dee Why, Brookvale and Warriewood. We uploaded approximately 70 reports per week for collection via the trolley tracker app and reporting directly to retailers. We also established direct communication with all major supermarket retailers to ensure prompt resolution.

Building approvals

We provide professional certification services on the Northern Beaches for all types of development. Residents and builders can appoint a private certifier or Council to act as the certifying officer for Construction Development Certificates. This year we approved over 611 certificates, including Building Information Certificates and Final Occupation Certificates were issued; a 43 percent increase on last year.

We are also responsible for the maintenance of Council's fire safety register. 2019/20 saw significant changes in the regulation of combustible cladding in buildings and therefore resulted in the development of a combustible cladding program. As a result, Council inspected 53 properties for cladding and, where needed, issued notices and orders to support our community in being fire safe.

Performance results

Performance measures	Target	Result 2020	
Critical and high-risk retail food premises inspections completed, in line with schedule	100%	62%*	✗
Critical and high-risk public health inspections completed, in line with schedule	100%	30%**	✗
% retail food premises rated as a high or critical risk	≤ 25%	21%	✓



Achieved target



Behind target

* This was on target up to March 2020, then the routine full inspection program was placed on hold due to COVID-19. Full inspections were replaced with over 350 spot-checks for food safety and COVID-19 safety plans, including all critical and high-risk businesses.

** Most inspections are comprised of pools in summer and wastewater throughout the year. Many premises shutdown in response to COVID-19 and the target was not able to be met in the last half of the year.

Parks and recreation



Environment	Social			Economic	Civic		
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

Supporting CSP goals

G4	G5	G8	G9	G11	G13	G22
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This service maintains and manages 2,722 hectares of open space which includes playgrounds, sportsfields, rockpools, skate facilities, hard courts, golf courses, dog exercise areas, gardens and parks including Manly Dam and Narrabeen Lagoon. The service also manages trees in public spaces and provides the lifeguards who ensure the safety of visitors to the 21 beaches.

Keeping everyone safe at the beach

Prevailing weather conditions and the need to be agile in the face of crisis and uncertainty kept our service very busy this year. Conditions saw over 10.7m visits to our patrolled beaches over a long and hot summer. Our lifeguards conducted 1,600 rescues, 10,600 first aid actions and many preventative actions.

We demonstrated the flexibility of our service this year by extending the patrol hours at some beaches when conditions were hot and visitation numbers were high.

Our team worked hard for over four weeks following the February 2020 storm to clean up the significant amount of debris that washed up on the beaches.

The COVID-19 restrictions also kept the lifeguards busy as they encouraged everyone to stay safe by social distancing whilst the warm weather continued through the lockdown period in March and April.

Sportsground upgrades and management

Placemaking has been at the heart of the plan to reactivate the Glen Street precinct and represents a significant investment by Council. Implementation of our masterplan for this area is complemented by the multi-million-dollar redevelopment of the adjacent Glenrose Shops where Council worked closely with landowners to achieve an excellent outcome for the community.

We completed implementation of the masterplan covering Lionel Watts Sportsground and Frenchs Forest Showground that was adopted in 2018. The significant upgrade throughout this area exemplifies Council's commitment to developing multi-functional facilities, delivering a thriving cultural, recreational, sporting and social hub in an area that needed revitalisation.

Works to convert Lionel Watts sportsfields 3 and 4 to a synthetic surface were completed in August 2019. This site now provides sporting groups with a consistent, all weather, first class premium quality facility that allows more training and playing time. This new facility provides two

senior soccer fields, a junior soccer field, a senior AFL field, two junior AFL fields and six cricket nets. We now have seven all weather synthetic sportsgrounds across four Northern Beaches sites. The Glen Street Open Space project also includes a skatepark and a major upgrade to the sports and amenities building on the western end of the site.

As part of our enviable asset management program we completed renovation work at St Matthews Farm, Cromer, where we improved the drainage and resilience of fields 3 and 4. We also laid artificial turf in front of the clubhouse to manage the high wear and tear from people accessing the building. North Narrabeen Reserve Field 7 was renovated, along with James Morgan Reserve, Cromer. New irrigation systems were installed at Manly Oval and at Tania Park in Balgowlah Heights, and we upgraded the drainage at Brookvale Oval. All these upgrades enhance the playing surfaces and make them more resilient to dry periods and the huge amount of regular usage.

The annual Sportsfield Renovation Program was completed which included top dressing, aerating and the laying of over 55,000m² of turf on high use areas such as goal mouths.

A new baseball backstop net was installed at North Narrabeen Reserve. This included a covered official area behind the base plate and two covered team dug outs.

We improved player safety and increased the capacity of our sportsgrounds by upgrading sportsground lighting at Porters Reserve, Newport, Plateau Park in Collaroy Plateau and at Newport Oval.

Although they were not used extensively at the start of winter, due to government restrictions brought about by the COVID-19 pandemic, our sportsgrounds were still kept in good condition, gearing up for the re-start of sport.

Upgrading and managing our facilities and town centres

Major works to upgrade the Glen Street Open Space precinct also included a popular new skatepark, designed with input by residents, that opened in October 2019. The fantastic new playground at Lionel Watts Oval opened to the public in December 2019. This enhanced precinct provides a diverse range of recreational opportunities for people of all ages.

In addition to completion of the major facilities, we completed a network of shared paths and stairs around the Glen Street Open Space precinct, connecting the showground, the skatepark and the all abilities playground to the library, theatre and shops. We also completed drainage works at Frenchs Forest Showground to improve the usability of the off-leash dog exercise area.

At the start of the year Dee Why, Fairlight, Freshwater, Palm Beach, Narrabeen, Bilgola and Whale Beach rockpools were painted in time for summer. We replaced the majority of the concrete promenade at Narrabeen Rockpool in October, making the area safer and more user friendly.

We restored the heritage listed shelters on the promenade at South Steyne. These shelters have been in constant use for close to 100 years and are synonymous with the look of Manly Beach. The careful restoration included replacing the Colorbond™ roof installed in the early 2000s with a copper roof, which was the original construction.

Upgrade works at Bilgola Beach were completed providing improved amenity, better safety and more accessibility. The Turimetta Headland lookout was upgraded with new fencing, sandstone paving and seating.

The upgrades to the southern section of Dee Why Square were completed. This area has been transformed with the installation of new seating, a paved pathway, feature garden beds and a row of advanced palm trees. Paving projects were also completed at Mona Vale town centre and at the South Creek Road shops, Dee Why.

The renewal of the seawall at Aitken Reserve, North Manly and Florence Park, Newport were completed. This stabilises the reserve and carpark. We also completed seawall construction at Winnererremy Bay, Mona Vale, to prevent further erosion and increase recreational amenity at the bay.

The renewal works on the mountain bike trail at Manly Dam were completed. This has improved both safety and the riding experience as well as preventing track erosion.

Renovations of gardens at a number of sites were completed including Freshwater View Reserve, Gilbert Park, Manly, the PCYC rooftop garden at Dee Why, the Newport commercial centre and the surroundings of Avalon off-leash dog park. We also created a new native garden at Stirgess Reserve, Curl Curl.

Dune fencing was installed and planting of 950 coastal plants was undertaken at North Narrabeen Beach. Dune fencing was also installed at Mona Vale Beach.

Exciting new places to play

We completed a new district playground at Allambie Heights Oval. The playground upgrade featured a two-stage community engagement process, where local kids were able to help select elements of the playground they would like. The new playground features bay swings, an embankment slide, a parkour climber, a four-way rocker and a multipurpose court with goals.

A fantastic new regional playground was also completed at Lionel Watts Oval as part of the Glen Street Open Space Masterplan implementation. Named for the pioneering disability rights campaigner, the Lionel Watts Playspace provides a challenging yet accessible space encouraging kids to play with each other. A central focus of the playground promotes socialising. The playground features new amenities including accessible family toilets, BBQ's, picnic settings and shelters. The landscaped areas enhance sensory nature play. Flying foxes, swinging and climbing elements are features of the structured equipment onsite. Further opportunities for imaginative and passive

activities at the playspace include use of water play and public art. The main entry to the site was carefully designed with an 'airlock feature' to protect the adventurous. The adjacent carpark incorporates parking for people with disabilities.

As part of the \$10.3m Connecting All Through Play program, a new inclusive and accessible playground has opened at Manly Dam and is the sixth all-abilities playground on the Northern Beaches. Three local schools were involved in the design, with 34 student representatives from Allambie Heights Public School participating in a session with playground designers to talk about their favourite things to do and pieces of equipment at playgrounds. Their wish-list included "a crawl tunnel", "climbing ropes", "spinning thing", "a quiet space", "a high look-out" and more. This new accessible playground is designed to create exciting and vibrant play spaces, and connect the community, particularly children of all abilities to natural areas.

Playground upgrades were completed at Birdwood Park, North Narrabeen, Manly Corso and Marie Reserve, Mona Vale. The large climbing dome was also replaced at Lake Park, North Narrabeen.

Managing our urban tree canopy

We managed 8,349 requests from the community relating to trees on public land this year. Over 1,100 of these requests related to the 26 November 2019 storm event that resulted in a natural disaster declaration covering 34.7km² of Davidson, Frenchs Forest, Forestville, Belrose, Terrey Hills and Killarney Heights. This storm event also resulted in considerable damage to trees in surrounding suburbs which also required attention. We collected 5,100m³ of vegetation debris from this storm. To replace the tree canopy in this area we supplied 1,700 trees to the community after this event.

Our region was also hit with a major storm on 9 February 2020 that resulted in further extensive damage to trees and vegetation across the Northern Beaches. This weather event resulted in a further 2,624 storm related tree requests. Council contractors collected over 6,000m³ of vegetation from 2,000 streets across the Northern Beaches in February and March.

The proactive public tree program, which includes audits of street trees and identifies works to reduce risk of tree failure was completed in the Manly, Narrabeen and Curl Curl wards.

We planted 6,304 trees as part of our ongoing public open space, dunes and bushland programs and held four plant give away days. Tree Services received and processed 1,006 requests to remove or prune trees on private land this year.

Sport and recreation grants awarded

We continue to support our community through making grants available for sports and recreation groups. Council approved a total of \$100,000 worth of grants for the completion of six projects. Three projects are for tennis clubs, two for golf and one for touch football.

Performance measures	Target	Result 2020	
Number of preventative actions by professional lifeguards on patrolled beaches	N/A	676,135	
Rockpools cleaned weekly during summer season and every two weeks outside of summer	95%	96%	✓
Sportsfields mowed weekly in summer playing season and monthly in winter	95%	98%	✓
No. trees planted on public land	5,000	6,304	✓
Availability of sportsfields out of school hours as a result of improvement works (playing hours/week)	>4,400	4,405	✓



Achieved target



Behind target

Completed

G5 G6	Implement an online private tree application process
G9	Review plans of management related to Crown Lands transfer
G11	Implement recommendations from the review of beach lifesaving services
G11	Implement Smart Beaches at Manly and Shelly beaches to monitor beach conditions and visitations

On target

G5 G9	Develop and Mountain Bike Strategy
G9	Develop an Open Space Strategy, including playgrounds
G5	Develop replacement and compensatory principles for the removal of trees on public open space
G5	Develop an 'Iconic Tree Register'
G8	Undertake accessibility audit of open space and implement priority improvements

Behind Schedule

G1 G11	Review and consolidate the Pesticide Use Notification Plans – <i>This project has been delayed by the impacts of COVID-19 on community engagement timeframes</i>
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Completed**Foreshore and building improvements**

- G5 G8 Headland fencing and other measures
- G5 G9 Surf life saving club major renewals fund
- G5 G9 Rockpool renewal program

Playground improvements

- G8 G9 Allambie Oval, Allambie – new playground, multi-use court, paths and landscaping
- G8 G9 Playground renewal program

Recreational trails

- G4 G5 Narrabeen Lagoon trail - aquatic boardwalk
- G4 G5 Recreational trails - renewal program

Reserves and parks improvements

- G8 G9 Reserves - new and upgrades
- G8 G9 Youth facilities
- G8 G9 Freshwater Beach masterplan implementation
- G8 G9 Off-leash dog infrastructure

Sportsgrounds improvements

- G8 G9 Sports Club Capital Assistance Program
- G8 G9 Sportsfield Renewal Program

Town centre and village upgrades

- G8 G9 Place making infrastructure

On target**Foreshore and building improvements**

- G5 Foreshores - new and upgrades
- G5 G8 Long Reef Surf Life Saving Club – new building works
- G5 G8 Manly Life Saving Club design works
- G5 Surf life saving club minor renewal works
- G5 Foreshores renewal program
- G5 G9 Tidal pools refurbishment

Playground improvements

- G8 G9 Playgrounds new and upgrades
- G8 G9 Connecting all through play - inclusive play

Reserves and parks improvements

- G8 G9 North Curl Curl youth facility
- G8 G9 Warriewood Valley – public space and recreation
- G8 G9 Glen Street Masterplan implementation

Sportsgrounds improvements

- G8 G9 Synthetic sportsground conversion
- G9 Newport Beach basketball court
- G8 G9 Connecting all through play – active play

Town centre and village upgrades

- G8 G9 Commercial centre upgrade program
- G8 G9 Public space protection program
- G8 G9 Commercial centre renewal program

Behind schedule

Foreshore and building improvements

- G5 G8** Mona Vale Surf Life Saving Club – new building works – There were some delays during the year due to several rounds of community engagement on the design, leading to changes. The design has now been finalised and adopted. Tender for construction is being prepared.
- G5** Dinghy storage renewal works - Work on this project has been deferred to next financial year to allow for further community engagement on proposed locations.
-

Reserves and parks improvements

- G8 G9** Reserves renewal program – There has been a delay in the manufacture of the prefabricated sections of the Lidwina Reserve Bridge as the paint workshop was closed due to COVID-19.
-

Sportsgrounds improvements

- G8 G9** Sportsgrounds - new and upgrades – This project was delayed during the year by revisions to the detailed design of the Avalon netball courts, which are to be completed in 2020/21. There have also been delays to the Tania Park lighting project to ensure appropriate community engagement due to COVID-19.
- G8 G9** Brookvale Oval upgrade - Council resolved on 23 July 2019 to align the upgrade of Brookvale Oval with the club's timing to develop its Centre of Excellence.
-



● Environment

Protection of the Environment

● Social

Environmental Sustainability

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

● Civic

Transport, Infrastructure and Connectivity

Good Governance

Partnership and Participation

Supporting CSP goals

G8

G9

G11

G12

This service offers high quality, professional care for around 2,900 children aged 0-11 years. The service includes six long day care centres, over 50 family day care educators, five vacation care locations, two pre-schools and one occasional care centre. These quality services are made possible and maintained by strong connections and partnerships between the community and its families.

Council is proud of its services to children and families, providing quality care for around 2,900 children aged 0-11 years each year, operating 15 centres and over 50 family day care homes.

This year Council achieved a rating of 'Exceeding' in the National Quality Standard under the National Quality Framework in two more centres. Our children's service is now sitting in the state top percentile for the standard of services we provide.

Narrabeen Children's Centre was recognised for their Sustainability Educational Program by the Australian Childcare Alliance for featuring sustainable activities in its programs.

Our Children's Services team developed a Reconciliation Action Plan that was supported by the local Aboriginal community ensuring our children are engaged in meaningful reconciliation experiences and initiatives.

Our service demonstrated adaptability this year when the COVID-19 pandemic closed in. All services established rigorous risk assessments for the changing health conditions. Services implemented multiple measures to ensure the safety of children, staff, families and visitors. These included the introduction of a "concierge" service where parents drop off and collect children at the entry. All visitors and incursion programs were suspended to reduce risk of infection and a new cleaning routine was introduced to support health, hygiene and safety procedures at the services.

The positive response from children during a time of change showed their amazing resilience and they embraced the intentional teaching of hand washing techniques and the importance of staying healthy. Our educators continued their amazing work to provide a frontline service to families so that essential workers were able to work.


During the COVID-19 lockdown, the team made weekly phone contact with our family day care educators to keep them informed of changes that affected their service and to support their mental health and wellbeing. We also created videos and stories for children and families who were unable to attend our centres to foster connectivity and resilience at home.

Our educators, children and their families demonstrated compassion amid adversity this year in their support of the community. Narrabeen Children's Centre instigated a 'Pop-up Pantry' where families could donate to the pantry if they could and take from the pantry if they needed. Dee Why Children's Centre worked closely with the Women's Refuge to accommodate additional children enrolling in the service.

Manly Community Pre-school in Kangaroo Street re-opened its newly renovated and expanded 60 place pre-school service in time for term two. The pre-school educators were excited to welcome the new families and settling existing children into their new beautiful environment.

The Roundhouse Children's Centre has been renovated with new bathrooms, walls, office space and cupboards. This has created a warm and inviting learning space for the children with new furniture to make it more ergonomic and user-friendly.

Performance results

Performance measures	Target	Result 2020	
% of childcare services that meet/exceed standard for National Quality Framework	100%	100%	
Number of additional needs children enrolled in child care services	N/A	86	



Achieved target



Behind target

Operational projects

Completed

- | | |
|-----|--|
| G11 | Providing quality education and care - that meets or exceeds, the National Quality Standard |
| G12 | Support children from diverse socio - disadvantaged backgrounds to participate in quality early education and vacation care programs |

Capital projects

Completed

- | | |
|--------|--|
| G8 G11 | Dee Why Children's Centre design works |
| G8 G11 | Kangaroo Street Pre-school new works |
| G8 G11 | Kangaroo Street Pre-school renewal works |
| G8 G11 | Children's centres works program |

Community, arts and culture



● Environment

Protection
of the
Environment

Environmental
Sustainability

● Social

Places for
People

Community
and Belonging

● Economic

Vibrant Local
Economy

● Civic

Transport,
Infrastructure
and Connectivity

Good
Governance

Partnership
and
Participation

Supporting CSP goals

G8 G9 G10 G11 G12

This service supports and facilitates a wide range of social and community services to build social capital and enhance the health and wellbeing of individuals and families. Programs and events focus on vulnerable communities, the aged, people with disability and youth. They reduce social isolation and strengthen community connectedness. The service also provides accessible and affordable facilities at 41 community centres, nurtures creativity with a range of arts and cultural events, and provides creative spaces, a regional art gallery and museum, and a performing arts theatre.

Managing our community centres

Our community centres help our community to be more connected and resilient. Over 805,000 people attended our community centres for meetings, classes, social functions, educational and recreational activities. These facilities are used extensively for casual events and by 500 regular groups who hold activities across our 41 centres that are available to hire seven days a week, 52 weeks a year.

During the year, Council invested in multiple centre upgrades to improve accessibility and environmental sustainability. A major renovation of the Manly Youth & Community Centre included the reconfiguration of the internal spaces, creating additional meeting and activity rooms for the community to hire. The new centre is fully accessible with a lift from the carpark to the facility, providing much needed community space in central Manly.

Substantial upgrades were also made to:

- Bilarong Community Hall, home to the 1st Elanora Scouts for 20 years, has been upgraded with a new community hall and new meeting room for community activities and birthday parties, when not in use by the Scouts.
- Beacon Hill War Memorial Hall now features a new sports hall, flooring and roofing, and full air-conditioning. Improvements to pathways provided increased accessibility to the Memorial Garden and all amenities.
- The well-used Manly Seniors Centre was upgraded with a new kitchen and flooring as well as solar panels on the roof to reduce energy consumption and increase the sustainability of the facility.

Our teams were responsive during COVID-19 with the closure of community centres to all groups, except essential services. Some of the essential services, such as food charities, were granted fee waivers to assist their service operations due to the serious impact on their business and the community. During the closures a lot of the groups continued to operate by way of online community support meetings and classes. The centres reopened on 13 June 2020 with restrictions in place to minimise the health risks.

Community development

Council won a Local Government Excellence Award in 2020 for Community Partnerships and Collaboration for its leadership role in the Northern Beaches Suicide Response. Most importantly, suicide rates between 2018 and 2019 decreased by almost a third, following implementation of the response. We became the first Council in Australia to sign the National Communications Charter on 10 September 2019, which focuses on reducing stigma around mental illness, suicide and help-seeking.

The first Northern Beaches Housing and Homelessness Forum was held in August 2019 with key specialist services and several representatives from the Department of Communities and Justice. Council also conducted the first Homelessness Street Count in February 2020, in collaboration with key local services and the support of the Department of Communities and Justice.

The quarterly Big Ideas Forum continued to engage the local community in the robust exchange of ideas. More than 900 attendees and 14 local community groups and services attended forums on gender equality, positive ageing and the importance of art and creativity. We also coordinated a calendar of events for National Carers Week in October 2019, together with key local services.

We continued our efforts on disability inclusion across 60 projects this year. These focused on improving our facilities and infrastructure, inclusive services, online access and readability, volunteer opportunities, and improving awareness amongst our staff and the community. Our monthly Disability Newsletter reaches 1,400 readers. For more information on our disability inclusion initiatives, see the Statutory Returns section of this report.

Due to the COVID-19 response, many events and activities were postponed, cancelled or modified. A Community Care Package was endorsed by Council to support our community to stay connected and supported during this time. This included a 'Hello Neighbour' card to increase local actions of support in our community, which were delivered to every household on the peninsula. Connection with local services and



community groups was a priority to identify needs focusing primarily on access to information and food delivery for those most vulnerable due to COVID-19. A fresh food distribution service was commenced on short notice, in partnership with local service groups and Harris Farm who generously donate fresh produce each day.

Council also introduced the COVID-19 Community Response Grants which has seen grants between \$5,000 and \$15,000 distributed to a range of local services assisting the community through the pandemic.

Community and cultural development grants

Council's annual Community, Arts and Culture Grants program distributed \$240,000 in grant funding to 34 projects. This program seeks to encourage and support our local community groups to provide innovative projects that deliver community and cultural benefits across the Northern Beaches.

Supporting our seniors

Meals on Wheels delivered 18,100 meals to older people in the community to enable them to live at home for longer and prevent social isolation. This included more than 1,100 community lunch meals and 110 social outing meals between July and March to increase social connections for older people.

We delivered our annual Seniors Festival, which was a huge hit with over 18 different events and activities from 12-29 February 2020, with 1,500 people attending. Council coordinated a Way to Wellbeing Expo at Dee Why RSL on 21 February for seniors and carers, with over 40 information stalls and 350 people in attendance. We also developed the Northern Beaches Seniors Directory, distributing 6,000 copies, now available on our website, customer service centres and libraries.

Valuing our volunteers

Over 900 volunteers were actively supporting the Northern Beaches community this year, assisting Council teams including bushcare, community gardens, cemeteries, libraries, Meals on Wheels, Manly Art Gallery & Museum, Manly Environment Centre, Manly Visitor Information Centre and the Aboriginal Heritage Office. New volunteers were recruited to support these

services and programs and 55 new volunteers signed up for the Manly Jazz Festival in October and Ocean Care Day in December to help in operations and customer service roles.

Caring for young people and families

The youth development team facilitated 116 programs that were attended by 12,943 people. Council's Youth Advisory Group (YAG) were involved in 36 events, programs and activities contributing 427 hours of volunteering time. The YAG is made up of 25 young people with five young people representing each of the five Council Wards.

The Northern Composure Unplugged Competition was held in November 2019 and attended by 600 people. Young artist Jordyn Richards was awarded first place. The annual Northern Composure Band Competition was postponed due to COVID-19.

In its 18th year, the 24/7 Youth Film Festival encouraged young people to create a short film of seven minutes or less, with only 24 hours of preparation. Over 300 people attended the screenings of heats, followed by the Awards Night on 22 September. Young filmmaker Joel Maguire took out the top award for his film *Tim*.

In response to COVID-19 restrictions, the parent night with Dr Michael Carr Gregg was held online. More than 300 people watched the webinar with the topic of 'Schooling from Home and Navigating Teenage Relationships'.

Twenty young people from the Northern Beaches participated in the 19th Youth Exchange Program visiting Odawara in Japan in September 2019 for a range of educational, cultural and recreational activities. Twenty students from Odawara visited the Northern Beaches in July 2019 and home-stayed with local families.

The youth team facilitated four workshops and events at the Dee Why PCYC with 1,178 young people attending. The youth team continue to support the GLAM (LGBTIQA+) group, which is a social support group for young people aged 12 to 21 of diverse genders and sexualities.

The Adolescent and Family Counselling Service provided 845 free client counselling sessions to young people and their families. As a response to the restrictions imposed by COVID-19 the service

transitioned to deliver client counselling sessions online and over the phone. The service also hosted a specialised workshop *Connecting as Dads* to increase parenting knowledge and skills for men, and a parenting workshop in February over four weeks with eight attendees.

Arts and culture

Council's new Cultural Policy and Arts and Creativity Strategy, *Connected Through Creativity 2029* were adopted in October 2019. The strategy recognises the fundamental importance of the arts and creativity to the Northern Beaches way of life and the wellbeing of its community. It provides the framework for future planning, provision and investment in the arts and creativity sector over the next decade. Commencing implementation of the strategy has delivered a range of arts and cultural programs to the community.

From October 2019 to April 2020, the Warringah Aquatic Centre hosted a temporary sculpture garden featuring 17 artworks by local artists, trialling a new exhibition venue and engaging new audiences in contemporary public art.

The Creative Space celebrated its fifth year with a special exhibition *Replay* that featured 16 past exhibiting artists. Throughout the year, Creative Space presented 23 exhibitions and programs, hosted 2,700 visitors and engaged 120 artists in the program.

In September Manly Arts Festival celebrated its 26th year with some 15,000 attendees participating in 50 events. The eight excellent concerts of the Music Lounge and Chamber Music Festival series were mostly sold out.

In response to the severe impact of COVID-19 on the arts and creativity community, Council initiated a program of activities to support local artists and set up the Creative Community Support Grants. The grants provided financial support to 51 local creative workers. The program of activities included an online curated list of resources, grants and opportunities, and our staff provided regular updates about opportunities and changes through the Creative News eNewsletter and social media.

Glen Street Theatre

The 2020 Glen Street season opened with great success with all performances of *Newk! The John Newcombe Story* and *Gospel According to Paul* selling out and *H.M.S. Pinafore* reaching 92 percent sales capacity.

During the COVID -19 shutdown period the Glen Street team transformed the former restaurant space into a webcast recording space. This enabled Council partners to deliver community support through web stream service delivery.

Manly Art Gallery & Museum

Manly Art Gallery and Museum (MAG&M) hosted 16 major visual arts and museum exhibitions and delivered 200 public programs including seminars, professional development workshops and performances to over 23,917 participants throughout the year. MAG&M showed the works of 232 artists, ranging from established to emerging and student artists.

Exhibition highlights included *Charlie Sheard: Absolute Abstraction*, a landmark show which drew high praise from critics including John MacDonald of the *Sydney Morning Herald*; the Manly Dam project, the third in the Art / Science series, where eight artists created major works interpreting the history and ecology of the site; the Wendy Sharpe *Wanderlust* exhibition; and the local artist shows of Louise Whelan, Mick Glasheen and the Northern Beaches TAFE Ceramics group.

Significant acquisitions to the permanent collection were Wendy Sharpe's *Blue Harbour*, a gift from the MAG&M Gallery Society, and notable paintings by Robert Dickerson, Luke Scibberas and Euan Macleod, donated by the artist's family and the two other artists respectively.

In March 2020, MAG&M adapted its program delivering MAG&M Online that featured exhibitions, film, collection articles and children's programs, attracting new online audiences. The Northern Beaches Art Prize moved online and received over 1,000 entries. Titled *Postcards from Home* the online exhibition will provide a time capsule of local art created during the pandemic period. The gallery re-opened on 2 June with a comprehensive COVID-19 Safe Plan.

Performance measures	Target	Result 2020	
Number of meals services	≥18,000	18,148	✓
Number of clients for youth and family counsellors	≥550	655	✓
Number of volunteers who actively participate in ongoing Council programs	≥1,500	2,104	✓
Community centres: user satisfaction (mean score of hirer's survey out of 5)	≥4.00	3.06*	✗
Number of attending arts and culture events/ performances	≥123,400	109,105**	✗
Number of people attending community development events/ programs	≥17,300	22,108	✓



Achieved target



Behind target

* Satisfaction data could not be obtained for the entire year as community centres were closed for some time due to COVID-19 restrictions. In addition, three centres were closed for several months for major upgrades – at Manly, Beacon Hill and North Narrabeen

** Visitation numbers were impacted by the closure of MAG&M, Creative Space and Glen Street Theatre due to COVID-19 restrictions.

Completed

G10	Review the Manly Arts festival and Northern Beaches Art Prize
G9	Conduct youth activities at PCYC
G11	Support the youth and wellbeing hub at Avalon
G8	Develop and promote an online disability inclusion and access information hub
G10	Funding support for design of Mona Vale Performing Arts Centre (Mona Vale Public School)
G10	Funding support for construction of Barrenjoey Community Performance Space (Barrenjoey High School)

On target

G10	Implement the Coast Walk Public Art Strategic Plan
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Behind schedule

G10	Conduct a feasibility study into the potential use of former restaurant site at Glen Street Theatre - <i>Due to the risk of COVID-19, Council delayed progress on this project and meetings with the Strategic Working Group, which is now considering a consultant report. Recommendations for the future use of the space will be provided in 2020/2021.</i>
G8	Develop a Social Plan and supporting plans for target demographics - <i>This project has been delayed as a result of staff changes which provided an opportunity to review the scope, timeframe and engagement approach. The project is scheduled to be completed by 30 June 2021.</i>

Completed**Art works**

- G10 Manly Art Gallery - art works
- G10 Theo Batten bequest - art works

Community centre improvements

- G9 Community buildings works program
- G9 Community centres minor works program
- G8 Beacon Hill Community Centre and Youth Club

On target**Community centre improvements**

- G9 Warriewood Valley community centre – new and renewal works

Cultural improvements

- G10 Coastal Walk - art trail
- G10 Glen Street Theatre renewal works

Behind schedule**Cultural improvements**

- G9 Manly Art Gallery renewal works - *The project was delayed from September 2019 to allow for the removal of asbestos materials discovered under the floor.*
- G10 Creative arts space – Mona Vale - *Progress has been on hold since November 2019, pending the outcome of place planning with the community for the Mona Vale precinct.*
- G10 Creative arts space – Avalon Golf Course - *The project has been delayed due to extended consultation with the community on the scope of works.*

Library services



● Environment

Protection of the Environment

● Social

Environmental Sustainability

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

● Civic

Transport, Infrastructure and Connectivity

Good Governance

Partnership and Participation

Supporting CSP goals

G9

G10

G12

G18

The library service features six libraries in the suburbs of Dee Why, Forestville, Manly, Mona Vale, Brookvale and Belrose. These spaces are well utilised as community meeting places and centres of activity for events such as author talks and children's activities. Five community libraries in Avalon, Terrey Hills, Seaforth, Harbord and the Book Lovers' Club Northern Beaches in Narrabeen are also supported by Council.

Library memberships and loans

At the end of June 2020 there were 190,635 members across the library service of which 54.5 percent are residents of the Northern Beaches. Additionally, 489 customers received a regular visit from the home library service ensuring their continued access to information, literature and other library services.

Almost 1.3m items were borrowed over the course of the year with 41,500 of those delivered to residents during the two months the library service was closed due to COVID-19 restrictions. During this period, library overdue and reservation fees were waived.

Of the 2,767 titles suggested by library members, 89 percent were purchased.

Library platforms

The eBook and eAudio collection continues to grow in popularity with close to 300,000 loans during the year which reflects an increase of around 44 percent on the previous year. In recognition of its increasing popularity, 31 percent of funds have been re-directed to further enrich this increasingly popular platform.

The library's website continues to be a key channel of access to library information and the collection. There were over 406,000 visits during the year which represents an increase of 13.6 percent on the previous year.

Library services have played a key role for our community during COVID-19. When the library services closed during COVID-19 restrictions, the community took full advantage of online access to the library's rich and varied e-collection. The e-collection features eBooks, eAudiobooks, Kanopy streaming movies, research databases and tutorials including Studiosity and Lynda.com. Use of the streaming service grew by 29 percent over the year.

Library programs and services

The programs delivered through our libraries continue to educate, entertain and inform our community with close to 40,000 people attending a program during the year. This included over 900 youth and children's programs, 390 adult programs

and 15 cross-generational programs. COVID-19 restrictions during the last quarter meant face to face programs were not possible. Instead, programs for children and youth, including story time and an HSC lecture series, were continued online with 25 videos viewed more than 2,700 times.

Special events during the year included the Art & Words Project bringing artists and writers together with a published anthology, a partnership with the Manly Art Gallery to exhibit the 'SMH Archive Photographic Exhibition' and Mona Vale Library hosted the Art of Ageing exhibition from the State Library of NSW.

Other activities included the launch of the successful '1000 Books Before School' early literacy program, the annual Young Writers' Competition, a Youth Photography Competition, the popular Coding for Kids program and HSC Lock-ins which were attended by over 700 students.

The library service initiated a series of technology related workshops for the benefit of those facing barriers to digital inclusion for reasons of age, disability or financial hardship. The team partnered with the Good Things Foundation to connect community members to the 'Be Connected' program, an Australian government initiative committed to increasing the confidence, skills and online safety of all Australians. During 2019/20 nearly 700 community members attended over 100 workshops.

Library staff also showcased current and emerging technologies at all branches in the form of the Tech Trek technology roadshows during 'Get Online Week' in October. It highlighted new technology that customers may not have experienced previously and introduced the concept of 'smart homes'.

Due to the risk of COVID-19 and acting on advice of lead NSW and federal health authorities, the libraries were agile in implementing new ways of offering safer access to the library collections. Loans were offered using a Click and Collect service where items were placed outside ready for no-contact collection. Customers were able to select specific titles or take advantage of staff expertise using our service Librarian's Choice. When all branches were required to close on 25

March 2020, the service adapted to introduce a Library2U home delivery service of both specific titles and Librarian's Choice selections. They were assisted in making the deliveries by teams from other Council business units whose usual work had been interrupted by the forced closure of some services. Over this period 41,500 items were delivered to homes across the Northern Beaches.

Service improvements

Improvements were made to the library collection with the addition of makerspace kits following a successful trial at Warringah Mall Library. The loan period for Fastback popular items was increased and the collection renamed 'Back in 10'. Another initiative was the trial of Read Now collections which provide multiple books of popular titles, also for ten-day loan. The trial showed the popularity of this initiative with 3,487 loans since mid-February.

The library service branches reopened on 1 June with new, consistent opening hours. Every branch is now open from 9am on weekdays and larger branches have improved weekend

hours. Dee Why Library remains open during the evening Monday to Thursday.

Library upgrades

Manly Library's refurbishment was completed with a new children's area, general reading area, creative space and gathering space. The Local Studies section was also relocated to create an additional creative space.

The children's area at Mona Vale was repositioned to allow the creation of a dedicated youth space and a reading lounge area.

Dee Why and Mona Vale libraries installed new, more accessible service counters and all library branches have upgraded loans, returns and security equipment including self-serve kiosks which make it easier to borrow with minimal contact.

A new outdoor space was created at Dee Why Library which has been enjoyed by families attending children's programs particularly in the warmer months.

Performance results

Performance measures	Target	Result 2020	
Annual growth in e-loans	10%	44%	✓
Satisfaction with library programs (Net Promoter Score: % promoters)	≥50%	75%	✓
Satisfaction with home library service (Net Promoter Score: % promoters)	≥50%	No result*	N/A



Achieved target



Behind target

* As the annual survey on the Home Library Service is conducted annually each May, it was not completed this year due to COVID-19 restrictions.

Completed

G9	Review library opening hours to improve consistency and access
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G9	Increase youth engagement with library programs and activities
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On target

G10 G18	Review and improve eServices in line with customer needs and demands
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G10	Digitise the Local Studies Collection
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G9	Improve and expand library programs in line with customer needs and demands
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G9	Review opportunity to provide 24/7 access to the physical library space
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G12	Increase the reach of the Home Library service
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G9	Optimise volunteering opportunities across the service
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Completed**Community space and learning**

G12	Library books new
G18	New library technology
G12	New library furniture
G12	New library technology community spaces
G12	Library books – replacement

Library upgrades

G9	Manly Library renewal works
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On target**Library upgrades**

G9	Mona Vale Library upgrades and new works
G9	Forestville Library renewal works

Behind Schedule**Library upgrades**

G9	Library buildings works program – <i>The project was delayed due to the increase in the scope of works for the Glen Street Theatre amphitheatre awning and is aimed to be delivered in the 2020/21 financial year.</i>
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● Environment	● Social	● Economic	● Civic
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging
		Vibrant Local Economy	Transport, Infrastructure and Connectivity
			Good Governance
			Partnership and Participation

Supporting CSP goals

G6	G13	G16	G17	G22
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This service works to ensure that residents, workers and visitors can move around the Northern Beaches safely and easily. It provides, manages and maintains the road network including 850kms of roads and 52 carparking areas with approximately 14,400 car spaces, five parking stations and over 2,700 beach reserve carparks. The service maintains footpaths, kerbs and gutters, bus shelters, guard rails, bridges, pedestrian crossings, roundabouts, cycleways, causeways, retaining walls, wharves and tidal pools. Road safety initiatives include child car restraint checks, seniors' workshops, learner driver workshops and an annual road safety calendar.

Connectivity – through strategy and planning

In 2019 we adopted our Walking Plan, a key pillar in our 20-year Transport Strategy, 'Move'. It is one of seven plans underpinning the Strategy including: Walking, Bike, Parking, Network, Public Transport, Freight and Road Safety.

The draft Bike Plan received more than 700 community submissions through an extensive engagement program. This plan provides the methodology for how Council prioritises the delivery of the future shared path network and other cycling infrastructure deliver a network that connects the community of the Northern Beaches to where they want to go. The plan is scheduled for adoption early in 2020/21.

A key deliverable in July 2019 was the adoption of the Shared Transport Policy. This commits Council to supporting and regulating shared transport modes, ensuring a fair and equitable market is establishing and supporting the interests of our residents using shared transport.

Our Road Safety Plan was adopted in June 2020. This Plan sets out the directions and actions required to help the Northern Beaches local area to be a place that provides a safe travel environment for all users.

Together, these plans deliver a framework for an efficient and innovative transport network with targets for improved safety, increased public and active transport use and reduced carbon emissions by car trips. The remaining plans will be finalised over the next two years.

Expanding our active travel network

In response to community demand, Council has doubled its expenditure on new footpaths since 2018. Spending on new footpaths increased to \$2.45m in 2019, including 5km of new footpaths across 22 locations to connect our community to local destinations, public transport and to promote walking as viable means of active travel. An additional, \$1m has been invested in upgrading existing footpaths.

Council also spent a further \$1m on implementing

the shared cycleway networks. Shared paths were completed along Allambie Road linking the local shops, oval and public school with the existing shared path to the north; and in Newport, linking Newport West shops to Newport village via Kalinya, Gladstone and Bishop Streets.

We installed bicycle parking at the following locations to meet current and future demand:

- Narrabeen: Berry Reserve and Waterloo Street
- North Narrabeen: Gondola Street Bus Stop, Pittwater Rugby Park
- Warriewood: Boondah Reserve (B line stop)
- Manly: double decker racks at Manly Wharf
- Manly: beachfront, Short Street and Bridge Road
- Manly: Manly Andrew 'Boy' Charlton Aquatic Centre
- Forestville: Memorial Oval
- Avalon: Avalon Beach, North Avalon shops
- Bayview: Riddle Reserve
- Newport: Trafalgar Park, Newport West shops
- Whale Beach: Whale Beach
- Palm Beach: Pittwater Park

New public bicycle repair stands have been installed at Seaforth, Terrey Hills, Narrabeen, Church Point and Brookvale. The stands feature tools and air pumps for minor repairs and maintenance whilst getting around the area by bike.

Making it easier and safer to get around

An innovative traffic management solution was implemented in the busy pedestrian area between Dee Why town centre and Dee Why Beach, making the precinct a 40kph zone to improve residential amenity and pedestrian safety. Similarly, we partnered with Transport for NSW to implement a trial of 30km/h reduced speed zoning across the Manly CBD to improve amenity and safety for pedestrians, residential and commercial residents and tourists between Manly Wharf and the Manly beachfront.

In December, our road safety team held an education crash car event on the beachfront at Manly showing vehicles that had been damaged during collisions at different speeds. Over 1,100 people, including parents and new drivers, attended the event to hear about how to improve road safety in our area. The 30km/h speed limit is part of adjusting our way of life to make our places more liveable.

In addition to reduced traffic speeds, the Northern Beaches became easier to get around through upgrades to 2.5km of road kerb and gutter, incorporating pedestrian access ramps that improve the use of footpaths by assisting parents with prams and improving access for everyone.

Our Road Safety team undertook a series of campaigns and free workshops to raise community awareness of the road rules and to promote positive and safe driver, rider and pedestrian behaviour. We engaged with over 2,795 people through our programs and resident communication, including Seniors Road Safety Expo workshops, learner driver programs and car seat fitting inspections.

In adapting to COVID-19 restrictions, we have utilised a voucher system for child car restraint checks. Over the year a total of 244 families have used the free service, with 344 children being safer because of adjustments made to their family's car restraints.

During 2020, Council's road safety around schools campaign delivered road safety education to schools and kindergartens, engaging with staff and families from 47 schools in the local area. A short video promoting safe and legal parking around schools has also been produced and shared with local schools.

With parking a major concern in the area, a Parking Guide was developed to explain correct parking rules, and the potential penalties for illegal parking. Over 1,000 of these have already been distributed.

Caring for our public places

In a challenging year for our whole community, Council's teams have been ready to adapt and respond to recent events. Our Public Place Officer team continued their regular inspections and liaison with businesses, providing advice, information and support.

Public Place Officers responded quickly to customer requests such as vegetation issues, footpath repairs and graffiti. The team also played a vital role in aiding storm clean ups and delivering pamphlets to areas affected by major power outages. During the bush fire season they helped with the delivery of items for the Avalon Surf Club Bush Fire Appeal and transporting donated clothing to the Red Cross. They have also helped manage Council's response to the COVID-19 isolation period by checking in with businesses in our commercial centres and responding to needs as life around us continues to change.

Greening the fleet

Our commitment to reducing carbon emissions extends to our fleet of vehicles and our service to the community. We obtained two Hyundai Ioniqs and three Mitsubishi Phev plug in electric vehicles to grow our fleet of low-emission vehicles. An electric cleaning cart also replaced a petrol-powered unit at Sydney Lakeside Holiday Park.

Seven electric vehicle parking and charging spaces are now available at Dee Why PCYC.



Performance measures	Target	Result 2020	
New assets completed for the planned active travel program	100%	100%	✓
Condition of local roads - average pavement condition - rated very good to satisfactory	>90%	94%	✓
No. Hop Skip and Jump passengers	>330,000	258,497*	✗
Public transport patronage to City, Chatswood and Macquarie Park	>34.13m	30.00m**	✗

 **Achieved target**
 **Behind target**

* The passenger numbers were down in the September and March quarters and the restrictions on passenger numbers has impacted the June quarter.

** This result is based on Opal card data. Though patronage was higher than the previous year through to January 2020, from February it dropped off dramatically due to COVID-19 restrictions.

Operational projects

Completed

G17 G22	Expand the Active to Schools initiative to encourage walking and cycling to school, in partnership with NSW Department of Transport
G12 G17	Implement Walking Plan and Pedestrian Access and Mobility Plans

On target

G6 G13	Implement Transport Plans which support the Transport Strategy
G17 G22	- Parking, Bike, Road Safety, Public Transport

Behind schedule

G6 G13	Develop Transport Plans to support the Transport Strategy - Parking, Road Safety, Public Transport – The
G16 G22	completion of the Bike Plan has been delayed with consultation on the plan moving online due to COVID-19.

Completed**Active travel – cycleways and footpaths**

G17	Footpath new
G17	Bike plan implementation - new works
G17	Footpath renewal works
G17	Soldier's Memorial Walk Freshwater

Carparks and parking stations

G16	Multi storey carparks renewal works
G16	Carpark renewal works

Plant and fleet

G16	Major plant renewal
G16	Light fleet renewal

Road and related infrastructure upgrades

G16	New traffic facilities
G16	Church Point – new infrastructure
G16	Kerb and gutter new
G16	Kerb and gutter renewal works
G16	Road re-sheeting program
G16	Bridge renewal works

On target**Carparks and parking stations**

G17	Whistler Street carpark renewal works
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Road and related infrastructure upgrades

G16	Retaining wall renewal works
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Wharf upgrades

G2	Sea wall renewal works
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Behind schedule

Active travel – cycleways and footpaths

- G17** Warriewood Valley - pedestrian and cycleway network - The budget was not sufficient to deliver the works following completion of the design. The project will be rescheduled to be undertaken to coincide with the completion of Fern Creek Park, currently planned to be delivered in 2022.
- G17** Connecting Communities – footpaths program - Due to the risk of COVID-19, consultation for this project was placed on hold.
- G17** Connecting communities – cycleways program - Due to the risk of COVID-19, the planned consultation for the Newport to Avalon section was placed on hold.
- G1** Dee Why to Long Reef walkway - This project requires further investigation.
- G17** Narrabeen Lagoon pedestrian and cycle bridge – Delays were caused by the need to resolve funding issues.

Road and related infrastructure upgrades

- G16** Scotland Island roads and drainage improvements - Construction has been re-scheduled for first quarter of the 2020/21 financial year due to the impacts of COVID-19.
- G16** Warriewood Valley – traffic and transport infrastructure - Works delayed due to COVID-19 impacts. Construction to commence in July 2020.

Wharf upgrades

- G16** Church Point masterplan wharf extension - Construction is on hold until land ownership is finalised. Construction scheduled to commence first quarter 2020/21.
- G16** Wharves works program – Work on this program has been delayed whilst we develop a schedule of maintenance and operational activities, asset management plans and plans of management for the wharves and jetties.
- G16** Carol's Wharf renewal works - This project has been delayed to ensure that the outcomes of community engagement are appropriately reflected in the final works and to plan the construction period around Ausgrid's Energy Reliability Project. It will be completed in the 20/21 financial year.
- G16** Bells Wharf renewal works - This project has been delayed to ensure that the outcomes of community engagement are appropriately reflected in the final works and to plan the construction period around Ausgrid's Energy Reliability Project. Work scheduled to be completed in 2020/21.



● Environment	● Social	● Economic	● Civic
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging
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Supporting CSP goals

G7	G8	G9	G10	G15	G19	G20	G21	G22
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The Northern Beaches has 74 village and town centres and over 1,600 businesses. We support our residents and business with community and business events, visitor information and tourism promotion, partnerships with Chambers of Commerce, festivals and citizenship ceremonies. We engage with and listen to our community, planning and delivering community engagement online and in person on a wide range of projects. We provide constant and clear communication via our website, electronic newsletters, social media, local publications, documents and at our community and business events.

Connecting our community through communications

At the height of COVID-19 restrictions, Council increased communications via a range of channels to keep the community informed of the changing situation. This included providing weekly electronic newsletter updates, daily social media updates and a range of signage at beaches, parks, playgrounds and Council buildings.

Council maintained a weekly electronic newsletter throughout the pandemic which attracted open rates of 48 percent, more than double normal open rates.

Other communications highlights in 2019/20 included:

- production and dissemination of over 50 videos, increasing engagement and reach through social channels
- increase in social media followers by 23 percent to over 87,000 across all channels
- average monthly reach via social media channels is over one million
- monthly website page views over 650,000 – visitation increased 12 percent since 2018.

Supporting small business during COVID-19 economic crisis

In response to the COVID-19 pandemic, Council acted swiftly to develop a business support plan which was endorsed by Council on 24 March 2020. Key highlights of the \$1.5m package are detailed below along with other initiatives and support that were carried out during the impacted June quarter 2020:

- fee waivers for up to six months on outdoor dining and footpath merchandise. This was extended for a further three months to 31 December 2020 at the June Council meeting
- fee waivers for six months on food and other health on premises and fire safety
- we contacted all outdoor dining permit holders to provide advice and offer support

- more flexible and pragmatic arrangements for supplier deliveries to supermarkets
- changes to timed parking to encourage pick up of take-away food
- assistance to help businesses connect with customers, including help with social media marketing and 'shop local' initiatives
- dedicated online resources and electronic business newsletter going out to a database of over 16,000 local businesses
- free webinar series: four webinars delivered to 181 businesses on access to NSW grants, food safety for home businesses, staying connected with your customers and mental wellbeing for business
- support for the five local business chambers through weekly/fortnightly online meetings, with the Mayor and CEO to discuss a coordinated response to businesses
- cross promotion of business chambers events through Council newsletters promoting chamber and shop local initiatives including Back Your Local, Shop Local Avalon/ Palmy and Shop Now #Newport2106
- provided advice to local food businesses seeking to operate as dark kitchens (home delivery or pick-up rather than dine in service) and take-away businesses
- promoted the Rates and Charges Hardship Policy for eligible small business ratepayers
- conducted a Business Recovery Survey to understand impact of COVID-19 on local businesses and further assistance from Council to help relaunch and reopen
- established a Business to Business (B2B) Support Hub to connect impacted local businesses with local professional support/advice (financial, legal, workplace safety, digital marketing).

Tourism

The Northern Beaches tourism sector has been especially impacted by COVID-19 and the ban on international travel. Once intra-state travel restrictions were lifted on 1 June, Council commenced a social media campaign through Hello Manly to encourage visitation to the area and support local tourism operators. This included a campaign “6 things to do this long weekend” and a winter school holiday campaign on family friendly attractions.

Activating local places

Placemaking is all about collaboration and creating vibrancy, to create places where people want to visit and spend time. Council is working at a local level to improve places for local residents, businesses and groups. In the first three quarters of the year, we developed an activation plan for Newport Village in conjunction with the Newport Chamber of Commerce and other community members. We installed murals in Manly Market Lane, conducted the Forestville Winter festival, a pop-up plaza event in Avalon, and installed Christmas decorations right across the local government area to draw attention to our amazing local places.

With the introduction of restrictions associated with COVID-19 we have used our valuable liaison role to assist businesses to become COVID-19 safe. We have supported market operations with advice and signage. We have addressed parking challenges in various town centre locations by installing Click and Collect parking and reviewing parking sites and line marking. 27 click and collect parking sites have been installed in our commercial centres.

Events to connect us all

Our event management team delivered an enlivening range of face-to-face events and activities to strengthen community connection across the Northern Beaches in the first three quarters of the reporting year. Events as diverse as the Manly Jazz festival, World Food Markets, Northern Beaches Art Prize, Spring into Mona Vale, the Vietnam Veteran’s Memorial Service in Manly and our fabulous Christmas concerts were delivered. Brand new family events were introduced across the local government area including Picnic in the Park at Mona Vale and Frenchs Forest and Open Air Cinema at Brookvale and Mona Vale ensuring something for everyone was on offer.

Due to the challenging weather conditions around the State this year, New Year’s Eve events at Bayview and Dee Why were cancelled. However good crowds of over 10,000 people still turned out at Manly Cove to watch the annual 9pm fireworks display presented by local businesses with support from Council.

In addition, we delivered a program of 11 Australian Citizenship ceremonies, at which 1,450 people became citizens. Our final ceremony of the year was held in March with COVID-19 restrictions put in place to enable the event to proceed.

Our Event team’s impressive transferrable skill set enabled them to adapt quickly to changes and forced cancellations caused by COVID-19 to the Council event program. We performed a variety of important functions in response to the crisis. Activities included a swift reshuffle of the ANZAC Dawn Service where we arranged the filming of a local bugler playing the last post and a Veteran reading the Ode at dawn on one of our beaches and made the film available online for everyone to observe the commemoration from their driveways on 25 April.

Building trust through engagement

In 2019/20, Council introduced innovative approaches to community engagement, actively seeking opportunities and using new technologies to engage community groups traditionally hard to reach. As a result we achieved a 27 percent increase in participation.

Initiatives included:

- new 'Your Say' digital consultation hub; 115,000 visitors, increase on 2018 of 20 percent and over 10,000 contributions received
- active use of social media increased site visits and reached a total of 529,400 people, averaging 12,600 per post
- being the first Council to present a full video summary of Draft Delivery Program 2020-2024. Increased community participation from 1,400 in 2018 to 26,000 in 2019/20
- increased engagement communications supporting over 80 projects via 180 email newsletters to 35,000 subscribers. A 15 percent increase in subscribers from 2018
- new engagement tools, Behavioural Science blended with qualitative and quantitative methods and increased use of videos in storytelling
- creating a tool to assist measuring the effectiveness of our online consultation activities.

Performance measures	Target	Result 2020	
High impact projects - webpages updated at least every three months	85%	88%	✓
High impact projects - Council decisions communicated to stakeholders within 30 days	85%	100%	✓
Annual growth in businesses registered on Council's contact database	10%	257%	✓



Achieved target



Behind target

Operational projects

Completed

G11	Develop Place Activation Plans for key centres
G8 G21	Revise the Community Engagement Framework to address inclusion and new planning requirements

On target

G15	Prepare an Economic Development Plan
G10	Implement the Events Strategy
G8	Develop guidelines to ensure Council's media platforms, forms, documents and web content are accessible

Behind schedule

G8	Develop accessibility maps for all major town and village centres – Although planning has commenced, this project was delayed by conflicting priorities. It is now scheduled for completion in the 2020/21 financial year
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On target

Town and Village Centre activations

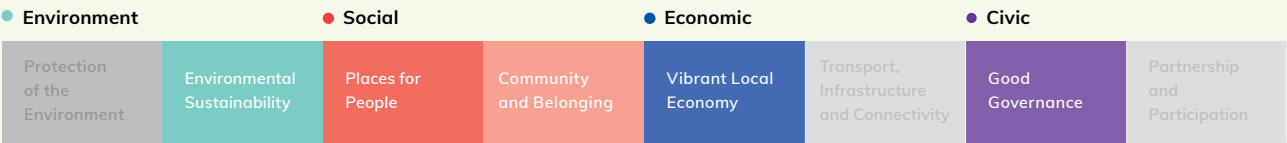
G8 G9 Dee Why Town Centre – design

G8 G9 Dee Why Town Centre - construction phase 1

Behind schedule

Town and Village Centre activations

G8 G9 Manly Laneways - new works - *Further construction works have been deferred until the Manly Place Plan is finalised in order for future works to align with this plan.*



Supporting CSP goals



This service manages and maintains 528 community and civic buildings across the Northern Beaches. This includes two aquatic centres, two sport and recreation centres, holiday accommodation facilities at Sydney Lakeside Holiday Park and Currawong, as well as two cemeteries. It also manages and regulates outdoor dining through a permit/licence system, and provides cleaning and maintenance of 111 public toilet facilities.

Aquatic centres

Despite our aquatic centres closing for the final three months due to COVID-19 restrictions, attendance was growing and good for the year – over 225,000 at the Warringah Aquatic Centre (WAC) and over 502,000 at the Manly Andrew Boy Charlton Aquatic Centre (MABC). From May, there was a limited reopening of some facilities to support our community to exercise and play.

MABC's fitness centre memberships grew with 1,400 active members, and 1,200 children participated in active swim school in weekly sessions and in the squads program. From mid-May the gym reopened on a restricted basis, as well as the outdoor pools from mid-June.

At the WAC, the Swim School saw a steady increase in patronage. The 'Splash Pad' and pool inflatable were well attended by families throughout school holidays and weekends. Large events throughout the year included swimming carnivals and water polo events, as well as the WAC's 40th birthday celebrations. This was jointly celebrated with the launch of 'Sculptures by the Pool' with a free family fun day which was well supported by the community.

Supporting our tenants through COVID-19

A large number of community groups and businesses use Council buildings – the large majority of these have been impacted by COVID-19 restrictions. As part of our overall community and business support response, Council waived the rent for impacted lessees and licensees, and is continuing to assist them get back on their feet as restrictions roll back. Outdoor dining fees have been waived until December 2020, and we're giving more flexibility for seating areas to allow for social distancing. For retail stores struggling for patrons, we introduced interim arrangements that allow retailers to display merchandise outside their stores.

Better community facilities

Manly Youth and Community Centre and Community Pre-School was refurbished. This increased and modernised the space for childcare, allowing another 20 children to be accommodated. The facility provides a modern high-quality environment, inside and out, for children of all abilities to play and learn. The Youth and Community Centre now has modern meeting spaces, a kitchen, upgraded toilets and disabled access.

We have created a Manly Community Hub, by refurbishing the Manly Soldiers War Memorial building on Raglan Street. The lower floor is now for the ongoing use of Community Northern Beaches following a purpose-built refit. This is the first of Council's proposed community hubs.

The Bilarong Scout Hall, Narrabeen, was renewed following substantial termite damage that rendered it unusable. It now has an impenetrable frame of steel, along with a new internal hall. It was also reconfigured to make it available for use as a community centre.

The Pirate Ship mini-golf course at Pittwater Golf Centre was given a facelift and was reopened. And two cabins at Lakeside Caravan Park in Narrabeen have had bathrooms and kitchens replaced to provide a better customer amenity.

The popular Jacka Park in Freshwater now has its own amenities for the many families and children using this local park. Created by repurposing an unused gardener's shed on site, it now houses new facilities for all abilities, with ambulant and accessible amenities. The building is also connected to the park and playground by a new accessible pathway.

Seaside improvements

South Narrabeen Life Saving Club was refurbished, with an improved carpark layout, new boundary fences and a lift for accessibility. Along with repainting, the changes have made a big impact on the appearance and usability of the building for the club and community.

At North Narrabeen rockpool, the amenities building, including the bathrooms, family change room and improved club facilities have been upgraded and the rockpool is now a great spot for local swimmers. The building is home to North Narrabeen Learn to Swim, as well as three amateur swimming clubs.

The design for Mona Vale Surf Life Saving Club underwent extensive community consultation, resulting in an improved design to relocate the public amenities and create additional ones in Apex Park. The community feedback was very constructive, and work will proceed next financial year.

Supporting our sports

There's more to making sports happen than just keeping the field in good condition, so we've been working on some key sites providing all the other facilities that players and spectators need. Where we can, we also provide accessible amenities and access so that our sites are suitable for all abilities.

Nolan Reserve in North Manly has a new amenities building with change rooms, toilets, a canteen and undercover spectator area. The large storage room is also a welcome addition for the Manly Warringah Junior Cricket Association and other clubs using the site. The massive 120 metres of tiered seating gives spectators wonderful views of the grounds, and the adjacent bitumen court now hosts eight new cricket nets. A new basketball half court will be completed soon.

Balgowlah Oval has a new sports amenities building, a result of our partnership project with the AFL, Balgowlah Suns and NSW Government. There are new bathrooms, change rooms, storage facilities and canteen, as well as an umpire's room. The separate public toilets also include accessible amenities.

Melwood Oval, Forestville now has a great facility for the local cricket, football and netball clubs – with new enlarged public amenities and change rooms, and an accessible toilet. In nearby Frenchs Forest, another sports amenities building was completed at Lionel Watts West, with extra change rooms to cater for more women in sport. This provides equal access to change rooms, allowing men's and women's competitions to run there concurrently for the first time.

The Lionel Watts improvements are part of the Glen Street Masterplan, and also include a scenic upper platform for spectators, extra storage for the sport clubs, and an upgraded canteen. There are also additional accessible pathways around the building, for better inclusion for playing and watching community sport. In line with AFL guidelines, this work will also benefit a range of sports clubs, and both male and female participants - the Wakehurst Football Club, Forest Lions Junior AFL Club and Wakehurst Cricket Club.

Performance measures	Target	Result 2020	
Total visitation to swim centres - Manly and Warringah Aquatic Centres	> 827,000	727,967*	✗
Learn to Swim attendance - Manly and Warringah Aquatic Centres	> 95,200	76,058*	✗



Achieved target



Behind target

* The facilities were on track to achieve the targets in March 2020. However, the three-month closure of both facilities due to COVID-19, and the restricted reopening in June, has significantly reduced visitation numbers and Learn to Swim attendance.

Operational projects

Completed

G19	Crown Land Transfer Program - review, consolidate and transfer suitable lands to Council
G19	Review and implement the Buildings Asset Management Plan, which advises Council's Capital Expenditure program
G8 G19	Implement priority accessibility improvements to Property assets
G15	Currawong Cottages and surrounds - refurbishment and modernisation
G9	Work with Department of Education on future recreation needs for Warringah Aquatic Centre and associated reserves

On target

G9	Beach Building Works Program - including the Narrabeen Swimming Club and SLSCs at Mona Vale, Long Reef and Manly
G7	Community Building Works Program - including the development of a new Warriewood Valley Community Centre
G7	Deliver a new Creative Arts Space

Completed**Aquatic Centre improvements**

- G9 Warringah Aquatic Centre renewal works
- G9 Manly Aquatic Centre renewal works

Cemetery Works

- G19 Cemetery works program

Civic building and compliance works

- G5 Elanora Heights Scouts Group Hall renewals
- G5 Operational buildings works program
- G5 Sport buildings works program
- G5 Beach buildings works program
- G5 Disability access compliance works (DDA)
- G5 Building Code of Australia compliance works
- G15 Sydney Lakeside Holiday Park renewal works
- G8 Pittwater Golf Driving Range renewal works
- G5 Raglan Street, Manly building upgrade

Public amenities improvements

- G9 Public amenities works program
- G9 Palm Beach pavilion renewal works
- G9 Balgowlah Oval amenities
- G9 Nolan Reserve sports amenities works
- G9 North Narrabeen rockpool amenities works

Rural Fire Service program

- G2 Rural fire service building works program

On target

Civic building and compliance works

- G5 Currawong Cottages - new cottages, games room and amenities

Rural Fire Service program

- G2 Duffys Forest Rural Fire Station new works

Behind schedule

Civic building and compliance works

- G9 Wyatt Avenue, Belrose futsal centre new works - *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. In 2020/21 this site will be subject to a high-level concept design taking into account the environment and the retention of mature trees.*

Rural Fire Service program

- G2 Terrey Hills Emergency Services Headquarters design works – Detailed planning for this project was delayed until April 2020, pending funding commitment from a grant body. The scope is currently being refined in consultation with the users of the site, as part of a Northern Beaches masterplan for housing the RFS, SES and Marine Rescue head office operations.



● **Environment**

Protection of the Environment

● **Social**

Environmental Sustainability

Places for People

Community and Belonging

● **Economic**

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● **Civic**

Good Governance

Partnership and Participation

Supporting CSP goals

G19 G20 G21 G22

The governance and assurance service provides an integrated approach to organisational integrity, ethics and accountability and supports local democracy and transparency through business assurance measures. The service provides secretariat functions for Council meetings and meetings of strategic reference groups and committees.

Executive Leadership

Our new executive leadership structure has had a successful first year of operation. We have now realised the process of transformation and positioned the business to continue delivering on the community's vision. This has been a significant milestone in the journey of the amalgamated Council.

Governance and risk

Northern Beaches was the first Council to audit its own governance system in 2019, benchmarked against the NSW Audit Office's Governance Lighthouse. We created the Governance Experience (GX) program that is agile and responsive. The GX program recognises that governance is not just a set of processes or policies, it is an integrated, living and breathing web of dependencies across functions responding and shifting day to day.

Projects enhancing the digital governance experience completed in 2019/20 included:

- delegations review and new delegation system, integrated with HR systems to maintain current information
- online risk management and compliance systems
- online policy register supporting harmonisation of policies as a merged Council
- first NSW Council to broadcast a full virtual Council meeting with all Councillors participating online and successfully held four virtual Council meetings.

These changes are aimed at making it easier for people to reach us, comply with our requirements, and to encourage greater participation and easier, more transparent reporting.

Council has implemented strong fraud and corruption prevention strategies and in 2019/20:

- developed a Fraud and Corruption Control Plan and Policy
- set up a Fraud and Corruption Control Committee
- conducted fraud and corruption risk workshops and awareness campaign, culminating in a fraud awareness week in July 2020.

A strong community voice – our community Strategic Reference Groups

Over 85 people are members of our six Strategic Reference Groups (SRG), either as interested residents, a business, a non-government organisation or Government representative. They meet regularly to contribute to Council's functions at a strategic level, with feedback on the community's needs, as well as Council initiatives and plans.

Each SRG has up to four Councillors as members, to ensure they hear this community voice first-hand.

This year, our busy SRGs engaged on projects to improve planning and transport frameworks, such as Council's road safety, parking, traffic, bike and walking plans. They were also engaged on projects to sustain our environment and open spaces, such as the Northern Beaches Environment and Climate Change Strategy 2040 - Protect. Create. Live. Development of Council's waste management strategy and zero waste were also discussed.

The SRGs were also involved in providing Council with feedback and input into social policies and plans to support the community, such as the Children's Services Strategy, Volunteer Strategy and the Arts and Creativity Strategy.

Programs to stimulate our local economy were also highlights of SRG activities in the year. These included discussing the draft Northern Beaches Employment Study, Destination Management Plan, and place activation plans.

The network of SRGs were also helpful to Council in framing a response to COVID-19, with matters such as community support, partnerships, impacts on the local business community and domestic violence being topics discussed in these forums.

Professional development of Councillors

Our Councillors are committed to engaging in ongoing opportunities for professional development to build their capabilities and skills as Council's governing body and to inform the work they undertake representing the community. Over the year, Councillors have attended many face-to-face development opportunities and have also pursued these through digital environments where restrictions have limited physical attendance.

The range of interest areas covered during the year was extensive and broad, with workshops, skills building training and conferences which included such topics as growing our night-time economies, capitalising on digital transformation and artificial intelligence, mental health and suicide prevention, and tackling the issue of violence against women.

Councillors receive newsletters, updates and information from Council and other peak industry or oversight agencies in relation to community matters, latest sector developments, industry changes and new initiatives. Regular Councillors briefings are held to discuss key issues, Council business and governance matters and Councillors also engage in peer-to-peer information sharing on outcomes and understanding gained from committees, conferences and seminars they have attended.

Over the year, Councillors attended various committee meetings and workshops to gather insights and feedback from the community and organisations across the Northern Beaches, such as Chambers of Commerce; State Park advisory committees in Manly, Currawong and Narrabeen; resident groups; community associations; and schools. These meetings and workshops provide opportunities to develop a greater shared understanding on key community issues, including economic development, housing, environmental conservation, habitat management, public transport and active travel.

Councillors also attended community-driven events throughout the year with opportunities to learn and share information with the community, businesses, and other organisations.



Performance measures	Target	Result 2020	
Number of complaints	N/A	193	
Number of compliments	N/A	92	
Enterprise risk registers reviewed and current	100%	95%*	✗
Internal audits undertaken in line with strategic Internal Audit Plan	80%	75%**	✗



Achieved target



Behind target

* The Strategic Risk Register is under review, new software implemented and scoring matrices updated. This resulted in a delay to the currency of the Register.

** No audit work was undertaken during March-June due to COVID-19. Audits that had been commenced will be completed in the the 2020/21 financial year.

Completed

G19 Support the professional development of Councillors

G21 Support the Local Government election

On target

G20 Conduct training and testing for business continuity management

G20 Facilitate Code of Conduct training and awareness for Councillors and staff

G20 Establish a complaints reporting framework for feedback to Council and the Audit, Risk and Improvement Committee

G20 Establish online customer information including FAQs relating to complaints handling

Behind schedule

G19 Deliver the Internal Audit program in line with the Internal Audit Strategic Plan
- The audit program was suspended in March due to COVID-19.

G20 Deliver initiatives identified in the Integrity and Complaints three-year strategic plan - *Following recent organisational changes and the amalgamation of the Internal Audit and Complaints Resolution functions into one business unit, a new Strategy is to be developed in the coming year.*



● Environment		● Social		● Economic		● Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

Supporting CSP goals

G20

This service delivers high quality front of house services to the community and internal customers across four customer service centres in Avalon, Dee Why, Manly and Mona Vale. They manage customer calls and visits to service counters and ensure information for customers is robust and easy to use.

Meeting our customer needs

Our Customer Service team continued to improve our digital services, an outcome from customer feedback in 2018. This resulted in an uplift in customer satisfaction from 3.5 (out of 5) in July 2019 to 3.8 in June 2020.

Specifically, the new online services that deliver greater convenience for customers include:

- online parking permit applications
- online waste calculator, giving customer control and access to waste service costs
- online booking system for customer service appointments
- online appointment bookings for customer service.

Our front-line customer service centres adapted swiftly during the onset of the COVID-19 pandemic. We introduced a concierge service at each site with clear signage and visual markers for social distancing at our counters. Hygiene measures were introduced for all staff and customers and we facilitated social distancing of staff at the counters, our back office and call centre.

New telephony system

Council's new phone system that was launched in

2019 was recognised as a Finalist in 2020 Genesys Global CX Accelerator – Best Implementation Award.

The new system has dramatically improved staff productivity and service to the community by:

- decreasing average handling time by 15 percent due to name, address and history being pre-populated on calls
- reducing call waiting times during after-hours crisis events from average 20 minutes for our after-hours call centre, down to an average 27 seconds as the new system enabled staff to log-on from home.

New online help service

Council's custom-built, self-service knowledge base has seen an increase in usage of 215 percent in 2019/20, and online requests increased from 25 percent of all requests in July 2019 to 33 percent in June 2020.

Performance results

Performance measures	Target	Result 2020	
Customer satisfaction with service calls	80%	94%	✓
Customer satisfaction with online requests	80%	89%	✓
Telephone enquiries resolved on first call	75%	73%*	✗



Achieved target



Behind target

* 27 percent of all calls to Customer Service were either transferred to another business unit or a message was left for the unit to call the customer back. The volume of complex calls was elevated due to three unplanned incident periods in early 2020 - bush fires, floods and COVID-19 pandemic.

Operational projects

Completed

G20	Build a customer-centric culture with a focus on customer experience and the Measures of Success program
G20	Improve and review the customer portal to enhance customer experience and accessibility
G20	Investigate provision of a concierge and customer queuing system at front counters

On target

G20	Integrate the telephony system within the customer relationship management system
G20	Develop and implement a consistent feedback approach across all customer contact channels



Supporting CSP goals



This service provides back of house functions including finance, human resource management and information management systems to enable the efficient delivery of services to the community.

Financial management

Catastrophic bush fire risk, significant summer storms and the COVID-19 pandemic placed considerable pressure on this year's budget. These have temporarily impacted our financial results, with a net operating deficit of \$16.5m (before capital grants and contributions).

As at 30 June 2020 the net cost of the pandemic on Council is \$11m. This includes losses due to service impacts, and the cost of our support packages to help our community and small business through this crisis.

We have reduced our planned capital expenditure for 2020/21 to provide further capacity to respond to the pandemic, and to retain our long-term financial sustainability. All other financial and asset performance benchmarks have been met and working capital is sufficient to meet the Council's operating requirements for the coming year.

Our audited General Purpose and Special Purpose Financial Reports for this financial year are included as part of this Annual Report.

Keeping our community involved

The restrictions on public gatherings from the COVID-19 pandemic resulted in a fresh approach to engaging the community on the four-year Delivery Program and Budget 2020/21. All engagement was online with an increased focus on producing material that could be shared widely with the community, providing snapshots of works and priorities in the coming year. This included videos, an online map of projects, local summaries and other fact sheets. This resulted in greater reach by social media and electronic mail, and greater interaction with our community.

Our online engagement during the exhibition included:

- 240,000 people reached by electronic direct mail
- over 309,000 readers reached via localised Facebook posts
- nearly 26,000 visits to the Your Say online content
- 30 people tuned into online meetings
- 360 views of the online capital works map
- over 3,700 views of online videos on the budget, capital works and environment programs.

Over 2,300 submissions were received, resulting in changes before Council adopted the Delivery Program and Budget 2020/21 in June.

Grant program highlights

Council has been successful in securing grants for priority community projects this year. NSW and Federal Government grants provided \$28.9m in capital and operating funds, which helped fund our infrastructure, parks, environment and social services.

Some of the highlights include the Department of Communities and Justice providing \$50,000 towards a youth crime reduction program, plus a youth diversionary project to the value of \$49,800, and another \$5,000 for a Grandparents Day event. NSW Health granted \$340,000 over three years for a Suicide Prevention Community Gatekeeper Training program.

NSW Department of Planning, Industry and Environment (DPIE) provided \$50,000 to develop a Coastal Zone Emergency Action Plan and another

\$65,000 for an Open Coast and Lagoons Scoping Study. DPIE also funded playground upgrades at Clontarf Reserve with \$200,000 and Plateau Park with \$50,000 under the Everyone Can Play Program.

Seven projects were also funded under the Crown Reserves Improvement Fund including \$105,000 to upgrade the conference centre at Currawong, almost \$50,000 towards weed management at Curl Curl Lagoon and Middle Creek. A further \$90,000 and \$80,000 to upgraded the amenities at Shelly Beach and Clontarf Reserve respectively. For Long Reef Surf Life Saving Club \$200,000 was granted towards the construction of a new building, and Elanora Scout Hall at Bilarong Reserve also received \$62,000 under this program. Information on the range of grants received is included in the Annual Financial Statements (note 3d).

Igniting our workforce for excellence

We are committed to building a culture of continuous improvement across Council. Our springboard is the Australian Business Excellence Framework (ABEF), which gives a holistic approach to create better outcomes for our community. We've tailored this into our own strategy and tools, collectively referred to as the IGNITE Program – Inspiring Great New Ideas Towards Excellence. We've equipped over 350 staff to develop improvement ideas, having completed online IGNITE learning modules. As staff develop improvement ideas in their service areas, they are being captured in our Improvements Register, with 60 developed during the year.

A tailored Service Review Framework has been adopted by Council and is providing the basis for reviewing all services to ensure that they are efficient, effective and tuned to community needs. Through the service review process both operational improvements and strategic service recommendations are being identified and will be reported to Council.

Adaptive and resilient operations

Our geographical information specialists created a new online mapping system for use by staff and the public. This is a vital tool for our Incident Management Team to respond to emergency situations, select potential flood evacuation centres, and suitable locations for drive through COVID-19 testing.

We significantly improved our cyber security capability by 70 percent, protecting our data and systems. This was achieved through measures such as network security, user education and awareness, malware prevention, secure configuration, managing user privileges, incident management and continuous monitoring.

By the end of March, a large proportion of our staff had begun working remotely due to COVID-19 restrictions. By tapping into our forward plans for mobile technology, we rapidly transitioned over 700 staff to deliver quality services from their home or in the field. This modern workplace program is a collection of tools and processes that equip staff to work from any location. It has also enhanced collaborative working, unified communications tools and advanced workflow.

During restrictions, 117 staff were redeployed into critical frontline services following the closure of libraries, theatres, aquatic centres and community centres. Re-assigned staff undertook 36 different tasks such as beach patrols, assisting with the Library2U Program and Meals on Wheels deliveries. We also had staff assisting in cemeteries (photographing monuments), bush regeneration, dune planting, various administration tasks, litter removal and various audits.

Technology improves the customer experience

In partnership with Lake Macquarie Council, we received \$910,000 in funding through the Australian Government's Smart Cities and Suburbs Program. This world-first initiative will involve sensors and other smart infrastructure to improve beach safety, provide updates on conditions for lifeguards and beachgoers, and increase public amenity.

The Smart Beaches technology will initially be trialled at Manly and Shelly Beaches on the Northern Beaches. Pending success of the trial, this technology may be rolled out to other beaches within Australia and also internationally.

Technology improves the customer experience

We've enhanced our customer experience platforms, significantly improving staff and team productivity to provide great customer service. These offer a seamless customer experience, as customers no longer have to spell their names out at the beginning of a call and wait for the customer service agent to find their details. We have improved staff visibility into any issue that the customer might be calling for, resulting in faster and more proactive problem-solving. Call times have reduced on weekends from up to 20 minutes, to an average of 27 seconds.

Customer service staff can now work from any location providing continuous service. During the February storm, staff were able to login remotely and respond to more than 150 calls over six hours on a Sunday afternoon which would not have been possible without these enhancements.

Engaging the workforce and keeping everyone safe

Our workforce is the key to delivering the efficient quality service that we strive to provide our community. Our programs are driving a staff culture of high performance and engagement, and continually refining a workforce that is capable and fit for purpose, with the right skills. We undertook a staff survey which was completed by 85 percent of the workforce, with some good results. Pleasingly, most staff feel positive and satisfied about their work, and support the organisation's purpose and values. Areas highlighted for improvement include leadership, career opportunities, processes and vision. Our new work, health safety and injury management system was launched in December 2019, and is helping to effectively identify hazards, and manage and monitor risks. We have developed staff guidelines and procedures to support Council's policy on alcohol and other drugs. This helps ensure there is a healthy and supportive workplace environment for all.

Performance measures	Target	Result 2020	
Correspondence replied to within 10 working days	90%	92%	✓
Operational projects completed or on schedule	80%	84%	✓
Capital projects completed or on schedule	80%	79%*	✗
Quarterly, annual and statutory reports submitted to Council on time	100%	100%	✓
Voluntary staff turnover rate	≤13%	7%	✓
Number of Council Wi-Fi access points	>115	117	✓

Financial performance measures	Target	Result 2020	
Operating performance	>0	-4.97%**	✗
Unrestricted current ratio	>1.5	2.09 x	✓
Own source operating revenue	>60%	84.85%	✓
Debt service cover ratio	>2 x	3.70 x	✓
Rates and annual charges outstanding	<5%	4.12%	✓
Cash expenses cover ratio	>3 months	5.39 months	✓
Building and infrastructure renewal ratio	>100%	121.34%	✓



Achieved target



Behind target

* In the latter part of the year, several projects fell behind schedule, whilst resources were focused on supporting our community during the early stages of the COVID-19 pandemic.

** The COVID-19 pandemic, along with severe summer storms and catastrophic bush fire risk placed significant additional cost pressures on Council this year, leading to a deficit in the operating result. All other financial results met their targets, and working capital is sufficient to meet the Council's operating requirements for 2020/21.

Completed

G19 G20 Develop the Delivery Program, annual operational plan and long-term financial plan
G21

G19 G20 Present Council's quarterly budget review statement, annual report and financial statements

G19 G20 Deliver a program of service reviews

G8 G19 Develop disability awareness education and training for all staff

G14 Implement the workforce plan

G18 Implement the digital transformation strategy

On target

G19 G20 Develop a harmonised rates structure

Behind schedule

G19 G20 Develop strategic directions and plans based on Integrated Planning and Reporting framework
- A project is underway to review Council's framework for developing strategies and plans.
This will continue into 2020/21. The development of the Local Strategic Planning Statement
and Climate Change Strategy was supported and both were adopted in 2019/20.

Completed

IT improvements

G19	IT infrastructure new works
G19 G20	IT software new works
G19	IT Infrastructure replacements
G19	Computers, laptops and mobile devices - replacement



