



## Mayor's message



It has certainly been a year like no other. While we were largely spared the bush fires which ravaged much of the state, we certainly still had our fair share of emergencies with floods

and severe storms forcing people from their homes and the risk of COVID-19 driving us into isolation.

In each case I am proud of how we, as a Council, were able to be agile, innovative and most importantly, compassionate in our response. We supported our community and staff, overcoming some significant challenges, to provide essential services when and where they were needed.

From coordinating horse evacuation areas during the bush fire threat, to providing additional waste services following storm damage, we were able to step in.

A pre-pandemic planning team and ongoing incident management team ensured we reacted quickly as the threat of COVID-19 increased and the NSW Government announced rolling restrictions. We redeployed staff to assist with social distancing enforcement, introduced a library home delivery service, expanded Meals on Wheels and transitioned adolescent and family counselling services online.

We launched a business support package, including fee waivers and rent relief, short stay parking for take away pick-ups and relaxed restrictions on supermarket deliveries so they could restock more quickly.

We boosted our communications to keep our community informed and connected. We established an online COVID-19 information hub, disseminated regular updates to residents and responded to community concerns on social media 24/7.

Online service delivery became a focus, providing story time via video, digital art exhibitions and a range of business, environment and health webinars, to name a few.

Significant key projects were completed including the magnificent \$9m Glen Street Open Space precinct with synthetic all weather sportsfields surrounded by a network of shared paths that link the showground with an impressive new regional playground and a skate park that was designed in conjunction with the local kids.

We finished new playgrounds at Allambie Heights Oval and Manly Warringah War Memorial State Park (Manly Dam), an instant hit with children as soon as the fences came down.

\$16.4m of the capital works budget was dedicated to community centres, sports amenities, theatre, libraries and surf clubs. The Manly Youth and Community Centre and Community pre-school on Kangaroo Street was refurbished, opening an expansive, modernised facility that caters for an additional 20 children. Bilarong Scout Hall in Narrabeen was rebuilt with a reconfigured floor space so it can also be used by the broader community.

And we even found a way to give the popular Jacka Park in Freshwater its own much needed amenities, repurposing an unused garden shed. These are just a few of the 79 capital projects that we were able to complete this year, despite the challenges.

Overall though, perhaps the most enduring feature of 2019/20 for me will be the way the community came together to support each other. Rainbows on footpaths, find-a-teddy treasure hunts in house windows, an ANZAC dawn service in our driveways and the #viralkindness movement all showed why the Northern Beaches community is so incredibly special.

**Michael Regan**  
Mayor

## Chief Executive Officer's message



Despite the challenges of the last 12 months, Council has demonstrated that we are a robust, flexible and capable organisation that delivers for our community.

Through strong financial stewardship, sound year-end operating results and ratios, solid asset management, significant debt reduction, stable inflationary management and sound long-term financial projections, we were not only able to absorb the budgetary impacts of the pandemic, but deliver support packages for our community and local businesses.

We continue to deliver merger savings estimated at \$161.6m over 10 years, almost double the state government's \$76.3m estimated savings from amalgamation. In 2019/20 the annual recurrent benefit was \$29.5m which is being reinvested in community projects and services. Debt is also being addressed, with \$62m paid off over the last four years.

Community satisfaction drives us year on year and in 2019, 90 percent were satisfied with Council's overall performance, up from 86 percent in 2018. This is testament to our dedicated workforce who are strongly committed to our vision and values and doing the best for our community.

We know protecting and enhancing the Northern Beaches environment is a top priority for residents so a highlight this year was the adoption of the Environment and Climate Change Strategy 2040 that sets clear directions for both Council and the community on issues like waste, biodiversity, clean energy and water.

Similarly, the adopted Connected Through Creativity 2029 arts and creativity strategy will ensure we remain focused on supporting and growing a vibrant creative culture, authentic to the Northern Beaches.

We continue to build on existing, and establish new, relationships across our community. Through Community Liaison Officers, Place Coordinators, Public Place Officers, Strategic Reference Groups, the Aboriginal Community Working Group and residents' groups, among others, we seek a diversity of views to ensure the best outcomes for all.

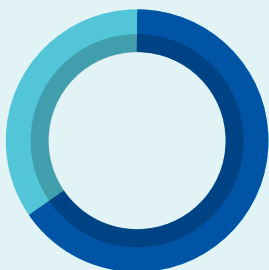
Thank you to the many in our community who worked with us over the last 12 months, provided feedback on our projects and initiatives or attended Council meetings. We value your interest and input.

**Ray Brownlee PSM**

Chief Executive Officer



## Performance results at a glance



### 62 annual performance measures

- 68% achieved target
- 32% behind target



### 97 operational projects \*

- 49% completed
- 35% on schedule
- 16% behind schedule



### 142 capital projects \*

- 56% completed
- 23% on schedule
- 21% behind schedule

\* target 80% of projects completed or on target

COVID-19 impacted on our ability to meet 14 of the annual performance measures and caused delays to six operational projects and 11 capital projects.



### Cities Power Partnership

- Climate Change Champion Award - programs in environmental sustainability – finalist
- Sustainable Transport Achievement – Move Northern Beaches Transport Strategy - finalist



### Government Contact Centre Awards

- Best in Class Contact Centre (under 30 seats) – runner-up



### NSW Department of Communities and Justice

- Youth Week Award – Northern Beaches Youth Programs – highly commended



### National Local Government Customer Service Network

- Innovation in Customer Experience in Service Delivery – highly commended



### Australian Street Art Awards

- Best Utility Art (N) – Sunset Dreaming mural in Manly Corso - winner



### Australian Childcare Alliance NSW

- Excellence in Early Childhood Education Awards - Educational Program Excellence - Narrabeen Children's Centre - winner



#### 2020 Local Government Excellence Awards

- Community Partnerships and Collaboration: population over 200,000 – Northern Beaches Suicide Response – winner
- Environmental leadership and sustainability: population over 200,000 – Swap for Good Business Program – winner
- Asset Management and Infrastructure Initiatives: projects over \$1.5m – Dee Why Town Centre Urban Renewal – finalist
- Community development and services: population over 200,000 – Big Ideas Forum – finalist
- Creative communities – Connected through creativity 2029 – finalist
- Environmental leadership and sustainability: population over 200,000 - Protect.Create.Live - Northern Beaches Environment and Climate Change Strategy 2040 – finalist
- Excellence in people and culture: population over 60,000 – Inspire, Connect, Belong and Share – finalist
- Innovative leadership and management: population over 100,000 – One Recruitment Project – finalist
- Risk management – Northern Beaches Council Incident and Emergency Management Program – finalist
- Service delivery initiative: population over 60,000 - Digi-Stronger - Northern Beaches Library Service Digital Literacy Initiatives – finalist
- Special project initiative: population over 100,000 - Northern Beaches Local Strategic Planning Statement - Towards 2040 – finalist



#### Genesys 2020 Customer Innovation Awards

- CX Accelerator: Best implementation — Time to achieve value Small - Northern Beaches Council - Finalist



#### Mental Health Commission of New South Wales

- Northern Beaches Suicide Response as best practice response



## Our Council

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

The Mayor and Deputy Mayor are elected by Councillors with the Mayor elected for a two-year term and the Deputy Mayor elected for a one-year term. On 24 September 2019, Councillor Michael Regan was elected for a second two-year term as Mayor. At the same meeting Councillor Candy Bingham was elected Deputy Mayor, replacing outgoing Deputy Mayor Sue Heins.

On 25 March 2020 the Minister for Local Government announced that the September 2020 local government elections would be postponed to address the risks posed by the COVID-19 virus. The Mayor and current Councillors will continue to hold their civic offices until the September 2021 election. In the interim, Councillors will elect a Deputy Mayor in September 2020.



### Curl Curl Ward



**Michael Regan**  
(Mayor)  
8495 6460  
Michael.Regan@  
northernbeaches.nsw.gov.au



**David Walton**  
0427 741 824  
David.Walton@  
northernbeaches.nsw.gov.au



**Natalie Warren**  
0427 495 229  
Natalie.Warren@  
northernbeaches.nsw.gov.au

### Frenchs Forest Ward



**Roslyn Harrison**  
0427 329 907  
Roslyn.Harrison@  
northernbeaches.nsw.gov.au



**Penny Philpott**  
0429 220 208  
Penny.Phillpott@  
northernbeaches.nsw.gov.au



**Stuart Sprott**  
0408 678 480  
Stuart.Sprott@  
northernbeaches.nsw.gov.au

### Manly Ward



**Candy Bingham**  
(Deputy Mayor, from  
24 Sep 2019)  
0418 430 544  
Candy.Bingham@  
northernbeaches.nsw.gov.au



**Pat Daley**  
0428 203 347  
Pat.Daley@  
northernbeaches.nsw.gov.au



**Sarah Grattan**  
0427 745 673  
Sarah.Grattan@  
northernbeaches.nsw.gov.au

### Narrabeen Ward



**Rory Amon**  
0418 497 223  
Rory.Amon@  
northernbeaches.nsw.gov.au



**Vincent De Luca OAM**  
0427 218 553  
Vincent.DeLuca@  
northernbeaches.nsw.gov.au



**Sue Heins**  
(Deputy Mayor until 24 Sep 2019)  
0427 226 453  
Sue.Heins@  
northernbeaches.nsw.gov.au

### Pittwater Ward



**Kylie Ferguson**  
0481 000 170  
Kylie.Ferguson@  
northernbeaches.nsw.gov.au



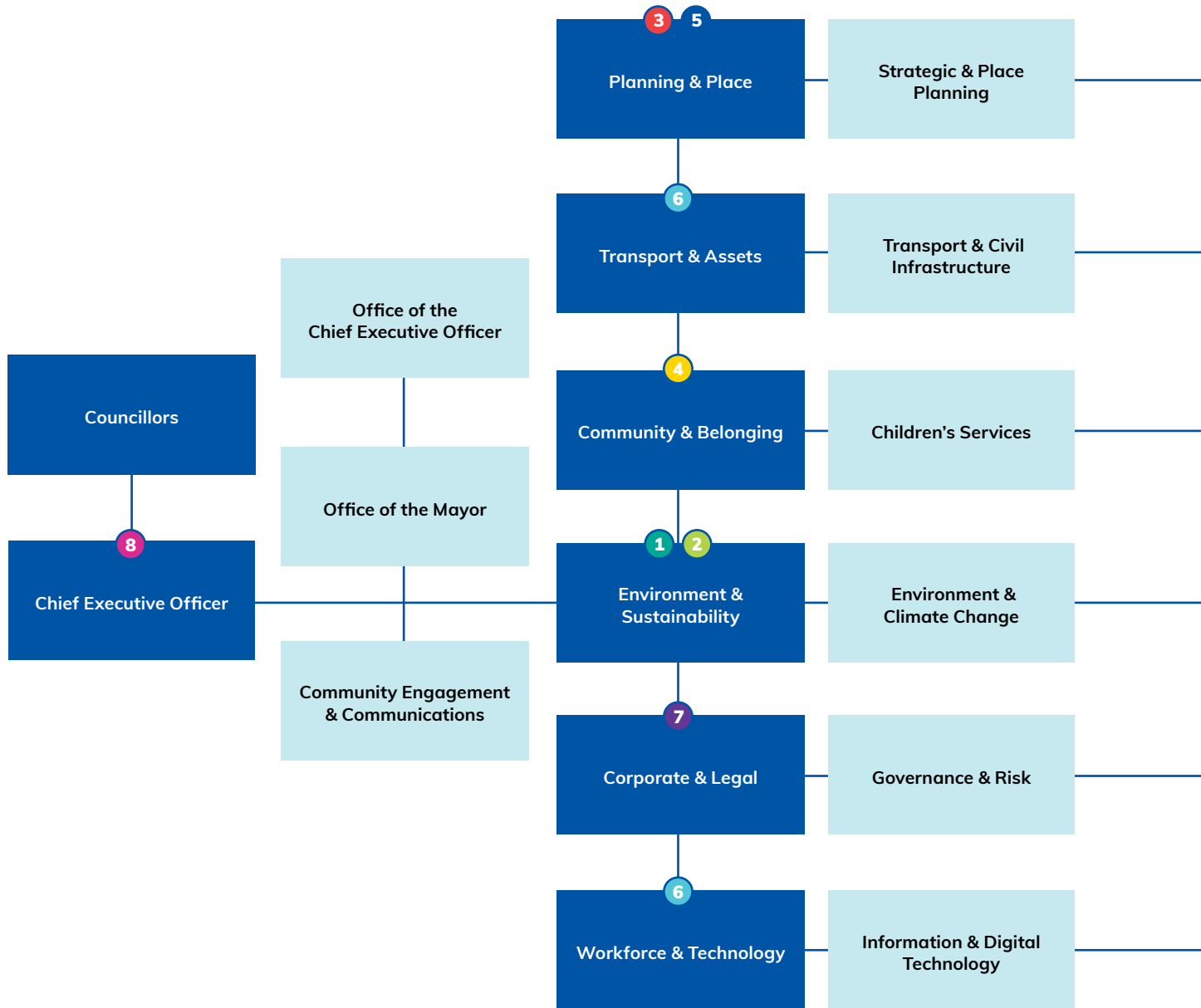
**Ian White**  
0428 949 580  
Ian.White@  
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**Alex McTaggart**  
0411 779 585  
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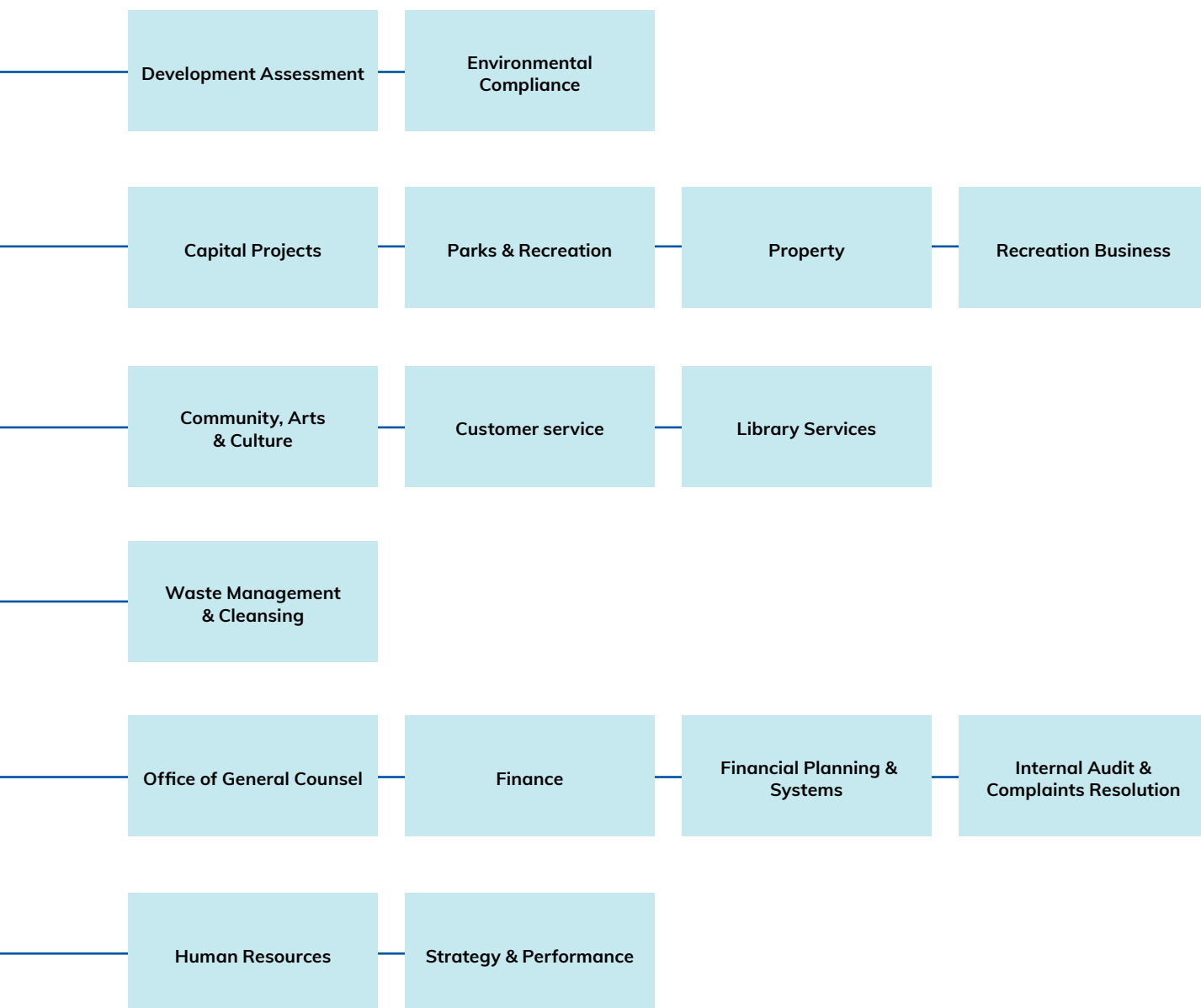
## Our organisation

Our organisation's structure is aligned to the community's goals and strategies in the Community Strategic Plan 'Shape 2028'



### Community Strategic Plan Outcomes

- |   |   |
|---|---|
| <b>1</b> Protection of the Environment  | <b>5</b> Vibrant Local Community                    |
| <b>2</b> Environment and Sustainability | <b>6</b> Transport, Infrastructure and Connectivity |
| <b>3</b> Places for People              | <b>7</b> Good Governance                            |
| <b>4</b> Community and Belonging        | <b>8</b> Partnerships and Participation             |



## Our Chief Executive Team



**Mr Ray Brownlee, PSM, MBA, B.E (Hons)**  
Chief Executive

Ray is a highly regarded leader and local government professional with over 30 years' industry experience. At the heart of Ray's approach to leadership is his passion for customer service, open and transparent dealings with the community and accountability at all levels. Ray is well known for his commitment to community building at the grass roots level.



**David Kerr, M.U(URP), B.A**  
Director Community and Belonging

David has more than 20 years' experience in local government and has worked across a broad range of portfolios during his career.

His diversity of experience, combined with his drive to improve services through innovation and creativity are valuable additions to our Chief Executive Team.

David leads the team whose service provision covers community, arts and culture, customer service, libraries and children's services.



**Todd Dickinson, B.Eng (Hons), MIEAust**  
Director Environment and Sustainability

Todd has over 20 years' experience in both the public and private sectors across a range of specialities in Australia, Europe and Canada, including strategic and on-ground environmental management, impact assessment, emergency response, capital works delivery, IT systems and business development.

Todd's history of achievement lends itself well to the delivery of services in environment and climate change, as well as waste management and cleansing.



**Jeff Smith, CPA GAICD**  
Director Corporate and Legal

Jeff is a strategic leader in local government. He has experience across a broad diversity of portfolios including corporate and financial planning, financial operations, human resources, administration services, business systems, technology systems and spatial systems departments.

Jeff leads the team that is responsible for governance and risk, financial services and financial planning and systems. The Office of General Counsel and the internal audit and complaints resolution team also form part of Jeff's area of responsibility.



**Louise Kerr, BTP (Hons)**  
Director Planning and Place

Louise has a career spanning more than 25 years' with experience in development assessment, strategic planning, environmental and building compliance and regulation.

Louise's leadership and communication capabilities, together with a strong achievement and results focus has seen her transform service areas to enhance service delivery and customer service.

Louise's areas of responsibility cover strategic and place planning, development assessment and environmental compliance.



**Jorde Frangoples, B.E, MBA, GAICD**  
Director Transport and Assets

Jorde's strengths include more than 25 years' experience in local government. He has an excellent understanding of the issues relating to service delivery, people management both internally and externally, as well as the provision of infrastructure.

Jorde leads the team that delivers transport and civil infrastructure programs, capital projects, parks and recreation, property and recreation business.



**Karen Twitchett**  
Director Workforce and Technology

Senior experience in human resources, corporate affairs, IT deployment, change management, project management and organisational development are what Karen brings to the team.

With experience that includes major corporates as well as non-government organisations, Karen provides a refreshing perspective to the Northern Beaches team.

Karen is responsible for information and digital technology, human resources and strategy and performance.

## Trust

being open  
brings out  
our best

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

## Teamwork

working together  
delivers

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

## Respect

valuing everyone  
is how we make  
a difference

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

## Integrity

we are proud  
of doing what  
we say

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

## Service

we care as  
custodians for  
the community

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

## Leadership

everyone has  
a leading role

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

## **Our community's vision**

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



## Our community profile

### Environment



**1,460**  
native plant species



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



**540**  
native animal species



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



**80 km**  
coastline



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



**4**  
coastal lagoons



**22 km<sup>2</sup>**  
zoned public recreation



**7**  
catchments

### Economy



**\$16.73b**  
(grp) size of the local economy



**109,144**  
local jobs



**3.4%**  
unemployment



**32,672**  
local businesses



**18%**  
residents travel to work by public transport



**52%**  
working residents work locally



**60%**  
residents travel to work by vehicle



**63%**  
have a full time job



**54%**  
have a tertiary qualification

## Community



**3**  
theatres/galleries



**122**  
sportsfields



**21**  
surf club buildings



**254**  
playgrounds



**41**  
community centres



**15**  
rockpools



**6**  
libraries



**271,519**  
population



**2**  
aquatic centres



**15**  
Council child care sites



**101,629**  
dwellings

## Governance



**2**  
federal representatives



**15**  
local Councillors



**>115,000**  
visits to 'Your Say' digital engagement hub



**4**  
State Members



**22%**  
residents are volunteers



**21,000**  
on community engagement register



**85**  
people on strategic reference groups



An aerial photograph of a coastal town, likely Northern Beaches, Australia. The image shows a dense residential area with various buildings, including houses and apartment complexes, situated along a coastline. A large body of water, possibly a harbor or bay, is visible, filled with numerous sailboats and a large ferry boat moving across the water, leaving a white wake. The sky is clear and blue, and the overall scene is bright and sunny.

# Council's planning and reporting framework

## Planning and reporting framework

The integrated planning and reporting framework<sup>1</sup> requires every NSW Council to undertake long-term planning that is based on community engagement and ensures that activities are informed by long-term plans for finances, assets and workforce.

The framework lays out where we are heading over a ten-year period, backed up by detailed plans for the short and medium terms.

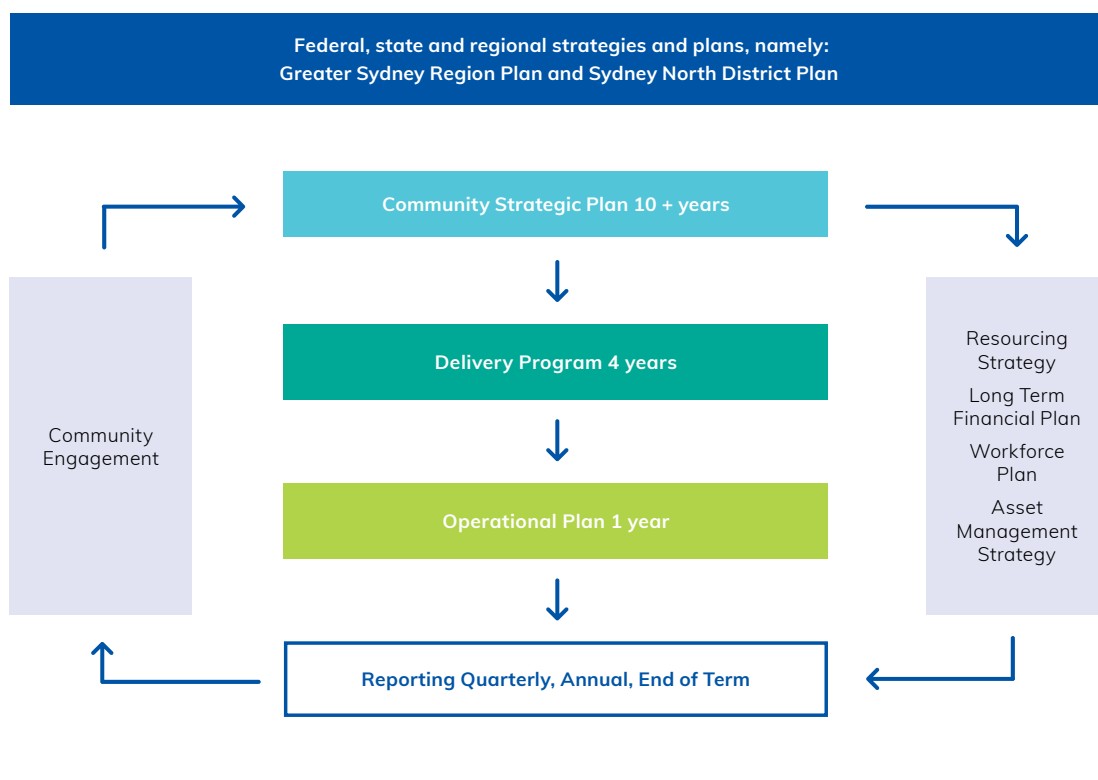
This ensures that our planning and implementation are transparent and accountable and provides the community and Council with a clear picture of:

- where we want to go (community strategic plan)
- how we plan to get there (delivery program, operational plan, resourcing strategy)
- how we will report our progress (quarterly, annual and end-of-term reports, as well as updates on capital projects).

### Measuring our progress

Our public reports show the community how we are performing in our services and projects. This includes qualitative and quantitative measures of progress, community survey results, long-term trends and comparisons to benchmarks. The Audit Risk and Improvement Committee also review this performance throughout the year.

**Figure 1**  
Integrated Planning and Reporting Framework



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

The CSP identifies a strong shared desire to protect and enhance the natural and built environments, to create more connected and caring communities, to embrace our diverse sports and recreational culture, and to live more sustainably in balance with the environment. The responsibility for making the long-term community vision a reality rests with everyone.



## Community Strategic Plan

### Outcomes and goals

#### ● Environment

#### ● Social

| Protection of the Environment  | Environmental Sustainability   | Places for People  | Community and Belonging  |
|--|--|--|--|
| <b>Goal 1</b><br><br>Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations | <b>Goal 4</b><br><br>Our Council is recognised as a community leader in environmental sustainability         | <b>Goal 7</b><br><br>Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community | <b>Goal 10</b><br><br>Our community is stimulated through a diverse range of cultural and creative activities and events |
| <b>Goal 2</b><br><br>Our environment and community are resilient to natural hazards and climate change                                     | <b>Goal 5</b><br><br>Our built environment is developed in line with best practice sustainability principles | <b>Goal 8</b><br><br>Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing   | <b>Goal 11</b><br><br>Our community feels safe and supported   |
| <b>Goal 3</b><br><br>Our community is well-supported in protecting the environment   | <b>Goal 6</b><br><br>Our community will continue to work towards sustainable use of resources                | <b>Goal 9</b><br><br>Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities                                    | <b>Goal 12</b><br><br>Our community is friendly and supportive   |

● Economic

● Civic

| Vibrant Local Economy   | Transport, Infrastructure and Connectivity  | Good Governance  | Partnership and Participation  |
|---|---|--|--|
| <p><b>Goal 13</b></p> <p>Our businesses are well-connected and thrive in an environment that supports innovation and economic growth</p>            | <p><b>Goal 16</b></p> <p>Our integrated transport network meet the needs of our community</p>                             | <p><b>Goal 19</b></p> <p>Our Council is transparent and trusted to make decisions that reflect the values of the community</p>         | <p><b>Goal 21</b></p> <p>Our community is actively engaged in decision making processes</p>  |
| <p><b>Goal 14</b></p> <p>Our economy provides opportunities that match the skills and needs of the population</p>                                   | <p><b>Goal 17</b></p> <p>Our community can safely and efficiently travel within and beyond Northern Beaches</p>           | <p><b>Goal 20</b></p> <p>Our Council efficiently and effectively responds to, and delivers on, the evolving needs of the community</p> | <p><b>Goal 22</b></p> <p>Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community</p> |
| <p><b>Goal 15</b></p> <p>Our centres attract a diverse range of businesses providing opportunities for work, education, leisure and social life</p> | <p><b>Goal 18</b></p> <p>Our community can easily connect and communicate through reliable communication technologies</p> |  |  |



An aerial photograph of a coastal town at sunset. The town is built on a hillside covered in dense green vegetation. In the background, a lighthouse sits atop a rocky cliff overlooking the ocean. The sky is a mix of orange, pink, and blue, with soft clouds. The foreground shows a sandy beach and a road.

# Delivering on our community's priorities

Environment and sustainability

Health and recreation

Planning for the future

Community and creativity

Vibrant centres and business

Connected transport

**Being in tune with our community is vital.**

Throughout 2017 and 2018 we captured the aspirations and needs of thousands of residents through extensive engagement. These priorities were reinforced during community engagement on our Delivery Program for 2019/20.

## Environment and sustainability

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

We are delivering programs to manage, protect and enhance more than 17km<sup>2</sup> of bushland, 80km of coastline from Manly to Palm Beach and along Pittwater, 256km of creeks across seven catchments, and four coastal lagoons. Progress against this priority over the last 12 months is below with more information on the service pages.

### Key achievements in 2019/20

- Adopted 'Protect. Create. Live - Environment and Climate Change Strategy 2040'.
- Award winning 'Swap for Good' waste education program.
- Narrabeen/Collaroy Coastal protection programmed works completed.
- Community education programs.
- Mosquito trapping to identify present species and any potential for the spread of viruses.

### Fast facts

- 986 hectares of bush regeneration in 260 sites.
- 4,308 hours of volunteer bush regeneration and plant propagation.
- 2,800 native plants given to residents.
- 13,000 people educated in our environment centres.
- Culled 33 foxes and 715 rabbits to reduce pressure on native animals and plants.
- 200 volunteers planted over 1,500 plants, including 1,000 trees, on National Tree Day in July 2019.
- Over 200kL per day of potential water savings were identified for 16 businesses during the Water Savings Partnership project. Savings of 90 kL/day have already been realised by participants' actions. That is the equivalent of 13 Olympic swimming pools each year and more than \$70,000/year of water savings.
- Over 2,200 free native shrubs were delivered to residents as part of the contact-free program that was launched in May 2020 .
- 14 schools provided with plants for School National Tree Day.
- Stormwater pipes remediated in 33 locations.
- 1,210m of stormwater pipe relined.
- 29 pit modifications in the stormwater system.

#### ● 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 |
|-------------------------------|------------------------------|-------------------|-------------------------|-----------------------|--|-----------------|-------------------------------|

### Innovative waste solutions

Our new industry-leading waste service has been in operation for a full year. Real-time data is collected to improve service delivery, missed service tracking, response times and customer satisfaction.

We successfully completed the largest bin retrieval and replacement program in the southern hemisphere. Over 300,000 new bins delivered, reducing ongoing maintenance costs by \$1.2m.

Kimbriki has expanded the range of free drop offs for problem household waste such as paint, fluorescent tubes, light bulbs, batteries and mobile phones. These materials are now going to responsible dismantlers and/or recyclers.

### Environment and Climate Change Strategy

The Protect. Create. Live: Northern Beaches Environment and Climate Change Strategy was adopted by Council in December 2019 following extensive community and stakeholder engagement and significant research. The Strategy contains a set of ambitious aspirations and commitments aimed at driving urgent and ongoing action to address environmental challenges.

### Cities Power Partnership – reducing carbon emissions

As part of our participation in the Cities Power Partnership in 2019/20, we have pledged that 50 percent of our suitable premises will be installed with solar panels by 2030.

370kW of solar panels have already been installed on 34 Council buildings including our depots, children's centres, life saving clubs and administrative buildings.

### Stormwater and floods

At South Steyne Beach, near Manly Surf Club, we remediated the stormwater pipe damage from the 2016 storms. We relined the pipe and installed permanent bench seating to be enjoyed by beach users.

#### ● 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 |
|-------------------------------|------------------------------|-------------------|-------------------------|-----------------------|--|-----------------|-------------------------------|

## Health and recreation

We support our community in being healthy and active providing inviting places to gather and enjoy the outdoors. These projects also increase opportunities for physical activity and active play.

Development of policies and long-term strategic plans guide the provision and management of open spaces and recreational facilities to meet current and future needs of our community. Each year a large number activities are booked on our open space areas and sporting facilities, across a range of sports and events. Our professional lifeguards are highly trained and proactive, providing for your safety and amenity at our 21 beaches, together with local surf life saving volunteers. Progress against this priority over the last 12 months is below with more information on the service pages.

### Key achievements in 2019/20

- New and revamped playgrounds installed at Lionel Watts, Belrose, Tania Park, Balgowlah Heights and Allambie Oval
- Synthetic surface installed on Lionel Watts sportsfields in the Glen Street Open Space precinct, Belrose
- Strengthened environmental health inspections for ensuring everyone is COVID-safe.

### Fast facts

- Over 4,000 requests to use our open space facilities.
- More than 58,000 bookings across our 3,179 bookable spaces.
- Over 10.7m people visited our beaches over summer.
- 55,000m<sup>2</sup> of sportsfields top dressed, aerated and turfed.

### Glen Street Open Space Masterplan implementation completed

Upgrades to the largest sporting venue on the Northern Beaches were completed this year at the Glen Street Open Space precinct. The area now features two full size all-weather synthetic fields, a junior football pitch, plus a senior AFL oval also catering for football, softball, cricket and also touch football among other sports, as well as six new hard surface netball courts.

The beautiful new Lionel Watts all abilities playspace was opened. The playspace features accessible family toilets, barbeques, picnic settings and shelters, landscaped gardens, flying foxes and engaging play components for active and imaginative play featuring water play and public art.

A skate park designed by a collaborative skate advisory group with local kids was completed.

The Lionel Watts Sports Amenities and Community Centre West was upgraded to suit current and future community requirements.

### Sportsgrounds

Renovation works at North Narrabeen Reserve, James Morgan Reserve in Cromer, and irrigation systems installed at Manly Oval and Tania Park in Balgowlah Heights.

A new baseball backstop net was installed at North Narrabeen Reserve.

Sportsground lighting improvements at Porters Reserve, Newport, Plateau Park in Collaroy Plateau and at Newport Oval.

#### ● 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 |
|-------------------------------|------------------------------|-------------------|-------------------------|-----------------------|--|-----------------|-------------------------------|

### Flexibility of open space in responding to emergencies

Due to the high fire risk levels across the Northern Beaches in November 2019, we established temporary large animal evacuation areas at Frenchs Forest Showground and North Narrabeen Reserve.

### Narrabeen Lagoon trail over-water boardwalk

To improve connectivity and accessibility to the popular 8.4km trail, we built an overwater boardwalk spanning 170m on the northern foreshore of Narrabeen Lagoon. It realigns a very narrow section of the trail away from the busy Wakehurst Parkway, providing extra space and a safer route for cyclists, joggers and walkers while protecting the lagoon's shoreline biodiversity. Built with marine-grade hardwood and non-corrosive materials, it blends with the natural environment.

The boardwalk has increased community participation in active recreation and provides a consistent experience on the popular Narrabeen Lagoon trail.

#### ● Environment

#### ● Social

#### ● Economic

#### ● Civic

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| 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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## Planning for the future

We are planning holistically with the community for a future that is liveable and sustainable, protects our environment and neighbourhoods, and is supported by infrastructure and local jobs.

Progress made over the last 12 months towards this priority is below with more information on the service pages.

### Key achievements in 2019/20

- Industry leader - Towards 2040: Local Strategic Planning Statement.
- Draft Northern Beaches Local Housing Strategy.
- Completed a draft transport study identifying transport infrastructure required for the future development of Brookvale as an important employment hub for the Northern Beaches.
- Draft Avalon Beach Place Plan developed in consultation with a community reference group.

### Fast facts

- Over 1,300 residents engaged in the preparation and delivery of Towards 2040 - Local Strategic Planning Statement.
- 1,561 development applications were lodged for assessment.
- 553 modification applications were lodged for assessment.
- 50 review of determination applications were lodged for assessment.
- 276 pre-lodgement meetings were held.

### Towards 2040 – Local Strategic Planning Statement

Council adopted 'Towards 2040', the Local Strategic Planning Statement in 2019/20.

The development of a new single land-use planning framework marks a significant milestone

that will steer planning decisions for the next 20 years. Powered by community-led vision, it incorporates 30 planning priorities and guides the growth of 39,000 additional residents over the next 20 years, in what is already Greater Sydney's third most populous Council area.

Our local community played a key role in establishing a bold, forward-thinking strategy through innovative program of engagement techniques. The combination of digital and traditional approaches helped build capacity, strengthened relationships and increase planning knowledge in the community.

'Towards 2040' sits alongside our Community Strategic Plan (CSP) in importance. It represents leadership in engagement and excellence in integrating all aspects of strategic land use planning, including applying best-practice methodologies and concepts locally.

We selected a range of engagement techniques to gather feedback from a broad spectrum of the community. It was inclusive and targeted, allowing us to connect with youth and the culturally diverse.

Encouraging creativity and critical thinking, educational content and activities were innovative and 'hands on'. For example, our time machine, enabled people to think 20 years ahead through avatars in future scenarios; and the use of model-building to generate creativity and giant floor maps helped to visualise concepts.

A strong visual approach to communicating helped translate technical information into easily understood illustrations. This including over 30 maps and 80 infographics, to tell a story about the Northern Beaches' – past, present and future.

#### ● 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



## Community and creativity

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

Council facilitates a wide range of services to build social capital and enhance health and wellbeing. Progress against this priority over the last 12 months is below with more information on the service pages.

### Key achievements in 2019/20

- Northern Beaches Suicide Response – Local Government Excellence Award in 2020 for Community Partnerships and Collaboration.
- Expanded information on mental health programs for the community.
- Established the first Aboriginal community working group for the Northern Beaches.
- Delivered the first Council Community Services Hub with Community Northern Beaches.
- Library opening hours transformation - every branch now opens at 9am on weekdays and larger branches have improved weekend hours.
- Community centre upgrades - meeting the needs of our customers.
- Rapid and effective development and implementation of the Northern Beaches Community Care Package to support the community through COVID-19.

### Fast facts

- 18,100 Meals on Wheels.
- 805,467 people attended a community centre.
- \$207,522 in small grants distributed for community and arts and creativity activities.
- 250 art exhibitions and creative programs.
- 44,965 tickets sold at Glen Street Theatre.

- Four Big Ideas forums attended by 900 people.
- 116 youth programs attended by 12,943 people.
- 1.3m items borrowed by library members.
- 41,500 items delivered through the Library2U service that arose following temporary closure of the libraries caused by COVID-19.

### Leading the way in mental health and suicide prevention services

We won the Local Government Excellence Award in 2020 for Community Partnerships and Collaboration, in recognition of the leadership role we play in the Northern Beaches' response to suicide.

Most importantly, following implementation of our response, suicide rates decreased by almost a third between 2018 and 2019.

We were the first Council in Australia to sign the National Communications Charter on World Suicide Prevention Day, committed to reducing the stigma around mental illness, suicide and seeking help.

In partnership with our community, we carried out the following program of work in 2019-20.

- Coordinated the Northern Beaches Suicide Response Steering Group - a collaboration of key organisations and services in our area aimed at identifying risks, root causes, response activities and referral mechanisms
- developed an online hub of easily accessible services and events
- commenced 'Community Gatekeepers' Suicide Prevention Training for more than 1,000 people over next three years through NSW Government funding. Participants will receive training and resources to support people at risk of suicide.

#### ● Environment

Protection of the Environment

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Good Governance

Partnership and Participation

### Supporting our community

To support our community we:

- held the first Northern Beaches Housing and Homelessness Forum with key specialist services and several representatives from the Department of Communities and Justice.
- conducted the first Northern Beaches Homelessness Street Count, in collaboration with key local services and the Department of Communities and Justice.
- created new dialogue with local Aboriginal communities via the Aboriginal Working Group initiative, engaged to provide feedback and advice to Council on key projects.
- developed and delivered disability awareness and LGBTIQ training to staff across Council.
- created a Human Library of older and culturally diverse residents telling their stories.
- completed 12 projects for our Disability Inclusion Action Plan and progressed 35 others.

### Community Support during COVID-19

- Library2U service delivering books and library resources to people at home during lockdown
- online adolescent and family counselling
- meals on Wheels service doing wellbeing checks over the phone
- Hello Neighbour campaign encouraging random acts of #viralkindness
- community response grants to help community groups to support those affected by the impact of COVID-19

### Creating community centres for our community

With over 805,000 people using our 41 community centres every year, major renovations and upgrades were delivered in 2019/20, ensuring they are fit-for purpose.

- \$2.3m major renovation of the Manly Youth & Community Centre and pre-school.
- \$2.2m Beacon Hill War Memorial Hall major upgrade featuring a new fully air-conditioned sports hall.
- \$384,000 Bilarong Community Hall, home to the 1st Elanora Scouts, upgraded with a new community facility.
- Manly Seniors Centre upgraded and we increased sustainability at the site with new solar panels.

#### ● Environment

Protection of the Environment

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## Vibrant centres and business

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

Specialist services are provided in place co-ordination, economic development and tourism, and managing the Manly Visitor Information Centre. We foster collaborative partnerships and programs between local businesses and key stakeholders to improve social, cultural and economic vibrancy. Town and village centres are managed and maintained through provision of regular cleaning and waste removal. Progress against this priority over the last 12 months is below with more information on the service pages.

### Key achievements in 2019/20

- Appointment of the Manly Mainstreet Coordinator.
- Creation of the new Business-to-Business support hub.
- Place Activation Plans implemented for key centres.
- Northern Beaches Destination Management Plan drafted.
- Smart Beaches project implemented.

### Fast facts

- 16,000 subscribers to weekly business e-newsletters.
- 181 businesses engaged in free webinars.
- 117 free public Wi-Fi spots - 65 percent increase since 2018.
- 210 'spot hygiene' checks of food businesses.
- 4,403 illegal dumping requests received and actioned.

### Business support during COVID-19

Council recognised the impact of the pandemic, with more than 21 percent of employment on the beaches in retail and food services.

Through this plan, Council delivered more than \$1.5m in savings to local businesses.

Key measures included:

- fee waivers for up to six months outdoor dining and footpath merchandise fees, food and health inspections and fire safety fees
- flexible arrangements for supermarket supplier deliveries
- more than 27 quick food pick-up parking zones
- support for food businesses shifting to dark kitchens and take-away outlets
- free social media marketing including NSW regional campaign, winter destination promotion, cross promotion for business chamber events and 'shop local' campaigns
- COVID-19 Economic Outlook Tool
- new Business-to-Business Support Hub
- local Contractor Program adopted to support smaller concreting contractors
- increased collaboration with five local chambers of commerce.

#### ● Environment

#### ● Social

#### ● Economic

#### ● Civic

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### Placemaking: activating our town centres

Community is at the centre of everything that we do.

In 2019/20 Council's approach to place management evolved from establishing a framework in 2017/18, to delivering a new level of service for our town centres and villages.

With the second largest number of registered businesses after City of Sydney (+32,000) and in recognition of the importance of our economic hubs Council, through its increased size and capacity, realigned resources creating specialist positions to genuinely engage and service the needs of our business community.

The appointment of four public place officers, who work alongside the five place coordinators, across the five Wards, provides a new level of responsiveness to safety, cleanliness and vibrancy in our town centres and villages.

In addition, a joint appointment with Manly Business Chamber saw a new role in Council of a Manly Mainstreet Coordinator, uplifting service and support to promote the economic health of our busiest town centre.

### Smart Beaches

In 2019/20 we partnered with Lake Macquarie City Council, the University of Technology Sydney and 25 other organisations to trial technology to support lifeguard risk assessments and beach management at Manly and Shelly beaches. The Smart Beaches project was supported by a Smart Cities and Suburbs Grant and completed in June 2020.

We trialled a range of sensors including cameras, lifeguard monitors and GPS trackers as well as existing data from lifeguard reports, weather and wave conditions.

Artificial intelligence technology was used to count people on the beach and GPS trackers to monitor equipment deployed.

The project also sponsored research activities including a University of New South Wales study into the relationship between tides and fatal drownings.

The outcome is a framework and system designed to support our lifeguards and improve beach safety management.

#### ● Environment

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## Connected transport

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

Improving the transport network on the Northern Beaches will deliver better environmental, economic and social outcomes for our community. Council has continued to collaborate with key agencies including NSW Department of Planning, Industry and Environment, Transport for NSW and Roads and Maritime Services to get the best outcome for the community on major infrastructure projects. Progress against this priority over the last 12 months is below with more information on the service pages.

### Key achievements in 2019/20

- Adopted Shared Transport Policy.
- Walking Plan adopted.
- Implementation of a 40km/h speed limit in Dee Why to enhance pedestrian safety.
- Introduction of a 30km/h speed zone across Manly CBD following a successful community education campaign.

### Fast facts

- 15.5km of road resheeting.
- 5km of new footpaths.
- 2km of shared paths.
- 294 new bike parking places installed across the Northern Beaches.
- Five new bicycle repair stations – making nine in total.

- 1,214,550 visits to our five parking stations.
- 142 traffic counts to analyse traffic volume and speed on local roads.
- \$1.2m investment in Northern Beaches Coast Walk.
- 700 community submissions on the draft Bike Plan.

### 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.

We have made great progress on the draft Bike Plan, receiving more than 700 community submissions through an extensive engagement program and The plan is scheduled for completion in 20/21.

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.

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 established and supporting the interests of our residents using shared transport.

#### Environment

#### Social

#### Economic

#### Civic

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### Accelerating new footpaths and cycleways

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 connecting our community to local destinations, public transport and promoting walking as a 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.

### Making our town centres safer

Implemented innovative traffic management solutions to improve the safety of our road environment including:

- precinct-wide 40km/h pedestrian area between the Dee Why Town Centre and Dee Why Beach
- partnering with Roads and Maritime Services to trial 30km/h reduced speed zoning across the Manly CBD.

### Improvements to car parking

Car parking improvements have been completed in Middleton Road, Cromer; Aitken Reserve, North Manly and at Mona Vale Beach. Other carpark improvements include repairs at Reub Hudson Oval and Nolan Reserve.

#### ● Environment

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