

Delivery Program 2022 - 2026

Including Operational Plan
and Budget 2022/23 Draft



northern
beaches
council





|| Council acknowledges the traditional custodians of these lands and shows its respect to the Elders past and present.

Visit us: Northern Beaches Council

Dee Why

725 Pittwater Road
Entry via Civic Drive

Manly

1 Belgrave Street
Town Hall

Mona Vale

1 Park Street

Open: Monday to Friday
between 8.30am - 5pm,
excluding public holidays

Avalon Beach

59a Old Barrenjoey Road

Open: Monday to Friday
between 9am-12pm and 1-4.30pm,
excluding public holidays

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Introduction





Message from the Mayor

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



It is both an honour and a privilege to have been re-elected Mayor for the second term of Northern Beaches Council. I am excited about what our new elected Council can and will achieve.

It sure has been a tough few years for our community and local businesses and Council has not been immune to the economics of the pandemic and recurring natural emergencies.

I have been proud to see our community come together through the tough times and stand united in dealing with, and recovering from, every challenge that has come our way.

Over the course of this Council term, we will adopt and implement the first Northern Beaches Resilience Strategy to further prepare and strengthen our community. This will enable us to continue to plan for and

withstand the impacts of unexpected events such as natural disasters, climate change, pandemics and economic downturn.

We'll continue to work with the community on behalf of the State Government to deliver the first Northern Beaches Local Environmental Plan (LEP) and Development Control Plan (DCP) to provide a holistic, clear and fair set of planning rules to guide the way that land is developed and used across the whole area. It will continue to reflect the different villages and town centres across the local government area (LGA). Together with the Local Housing Strategy these documents will help us plan for more housing variety, diversity and support more affordable housing options. And most importantly, put pressure on State Government to deliver the necessary infrastructure.

In terms of community infrastructure investment, we have carefully budgeted to prioritise maintenance of our existing assets and replacement of those that are at the end of their usable life. Keeping our assets well maintained provides budget savings in the longer term and ensures Council is financially sustainable into the future. This is complemented by a responsible schedule of new projects over the next four years.

Together with the Deputy Mayor and your Councillors, I look forward to delivering these projects and services to you during our term in office and to continuing to set a clear and sustainable future for the community, and our organisation.

A handwritten signature in black ink, appearing to read 'Michael Regan'. The signature is fluid and cursive, with a long horizontal line extending to the right.

Michael Regan
Mayor

Project highlights for 2022/23

\$9.6m resurfacing 10.7km of roads and improving kerb and guttering

\$8.8m stormwater works to reduce flooding and pollution

\$5.9m upgrading footpaths and shared paths including 3.5km of new footpath

\$5.2m on cycleways

\$4.7m to progress Warriewood Valley community centre

\$4.2m improving foreshores at various locations

\$2.1m new playgrounds at Brickpit, Rabbett and Akora Reserves, Frenchs Forest

\$1.8m new boardwalk at Manly Dam

\$1.6m for new playground at Lynne Czinner Park, Warriewood

\$1.3m improving playgrounds at various locations

\$1.2m on wharves at Mackerel and Currawong beaches and repairs to Taylor's Point wharf, Clareville

\$1.2m upgrade to Duffys Forest Rural Fire Station and Martine Rescue Broken Bay, Bayview

\$1.2m upgrading playground and car park at Freshwater Beach

\$1.1m improving sports fields

\$1m completion of pedestrian and cycle bridge works at Narrabeen

\$1m upgrading the tidal pools at Paradise Beach, Avalon and Clontarf Reserve

Message from the Chief Executive Officer



This Delivery Program marks the start of a new Council term, and I am pleased to welcome back both the re-elected Councillors and those who are newly elected by the community.

We have worked together to bring you this Delivery Program to show you the projects that will be delivered in the next 12 months, as well as those planned for the following three years. The program is packed with optimism and projects designed to improve services and lead us out of the pandemic and into the future.

The pandemic challenged Council across all services and demonstrated the organisation's capacity to adapt. I'm pleased to report that our flexibility and creativity has resulted in changes that continue to be embraced for better customer service across the board.

One example is enhancements to our online community engagement platform, making it simpler and easier to engage with us. Our economic development program also embraced online engagement in the form of webinars early in the pandemic and this innovation continues.

The pandemic has also resulted in a heightened level of business engagement, with the introduction of a dedicated business hotline (Business Support Service) which has fielded over 500 calls to date. We are here to help and available at times when it is convenient for the business community. Our service flexibility is further demonstrated through adapting the frequency of our business communications to meet customer needs – increasing from quarterly to weekly at the height of the pandemic.

The online format for learner driver programs has also been embraced by the community and this style of delivery will also continue into the future.

Our annual budget for 2022/23 is contained in this Delivery Program. It is a responsible budget with a surplus to rebuild our finances, so Council is in a position to respond to any future unpredicted upheaval. It also includes efficiency savings (\$1.8m) and paying down debt (\$5m). Our expenditure program relies on maintaining rating income at the level we had anticipated in our planning, and we are applying

to Independent Pricing and Regulatory Tribunal (IPART) for a 2.4% increase in rates in the 2022/23 financial year.

Our Resourcing Strategy, which includes the Long-Term Financial Plan, Workforce and Asset Management strategies, has recently been reviewed. Our Long-Term Financial Plan enables us to build financial resilience to be able to withstand future shocks. The Workforce Strategy is aimed at enticing and retaining the people that we need at Council to deliver quality services for you. Our asset management direction is to continue to fully fund our infrastructure renewal program and to create new assets where funding exists or can be found in grants.

We will report our progress to you at the end of each quarter as well as in an annual report to you each year. Our aim, as always, is to have the customer, our community, at the heart of everything we do.

Ray Brownlee PSM
Chief Executive Officer

Operational

\$392m

Income from continuing operations

-

\$358m

Expenses from continuing operations

-

\$24m

Capital grant income

=

\$9.4m

Surplus from continuing operations

Capital works

\$41m

New works

+

\$44m

Renewal works*

=

\$85m

Total works

Loans

\$5m

Loan principal repayments

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

Maintaining anticipated rates income

This budget relies on maintaining the level of rates income anticipated in the 2021-2025 Delivery Program for the 2022/23 financial year.

The Council's forecast rate peg was 2.4%. The Independent Pricing and Regulatory Tribunal (IPART) recently announced a significantly lower 2022/23 rate peg of 0.7%. The index was based on changes in costs between 2019/20 and 2020/21, in the low inflation environment at the beginning of the COVID-19 pandemic.

In acknowledgement such a low rate peg may result in difficulty meeting the councils' obligations, the Office of Local Government announced an 'Additional Special Variation (ASV)'. The ASV is a one off process for the 2022/23 financial year and provides Council with a mechanism to maintain its expected level of rating income and expenditure program.

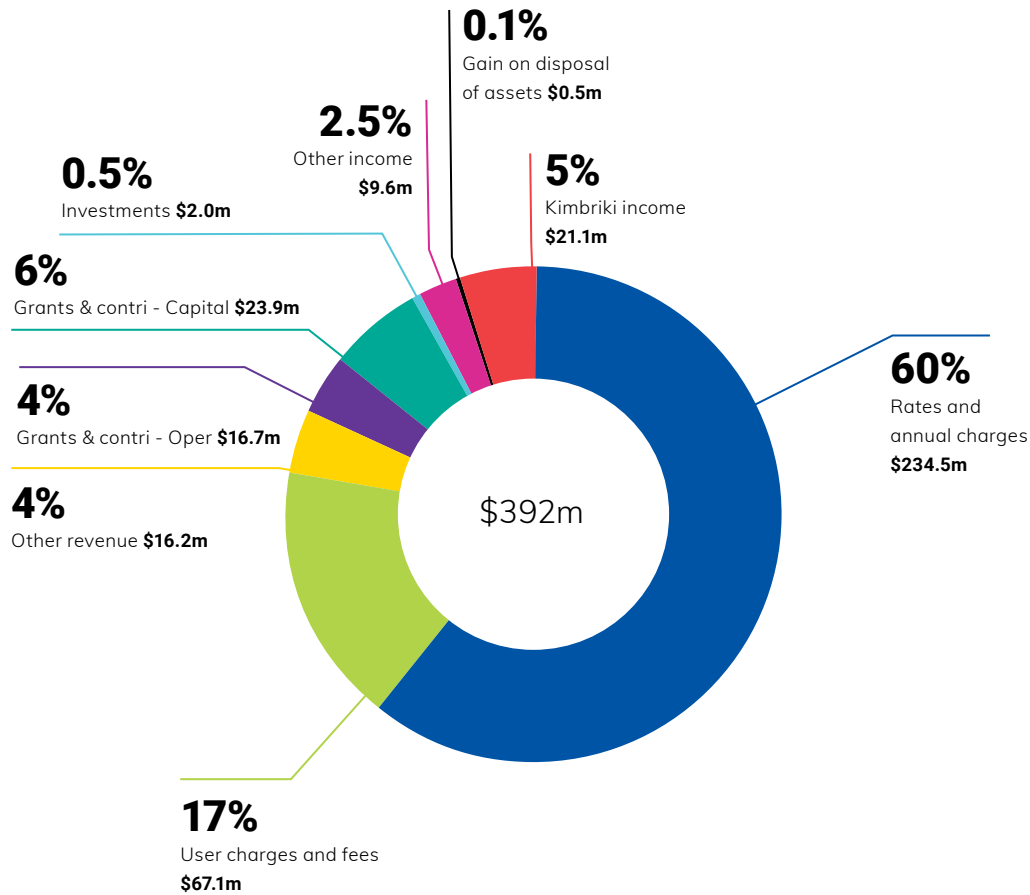
Maintaining the forecast rate peg at 2.4% will provide \$3 million in additional income above the IPART rate peg of 0.7%. This will be used to prioritise the renewal of community infrastructure and rebuild our working capital (\$0.25m) so we can respond to any future shocks. Community infrastructure funding will go to:

- Road resheeting - \$1m
- Stormwater works - \$0.435m
- Replacement of library books - \$0.2m
- Rockpool renewals - \$0.2m
- Scotland Island roads and drainage improvements \$0.15m
- Foreshores renewal \$0.145m
- Sportsfield renewal \$0.1m
- Playground renewal \$0.1m
- Building renewal programs - \$0.398m

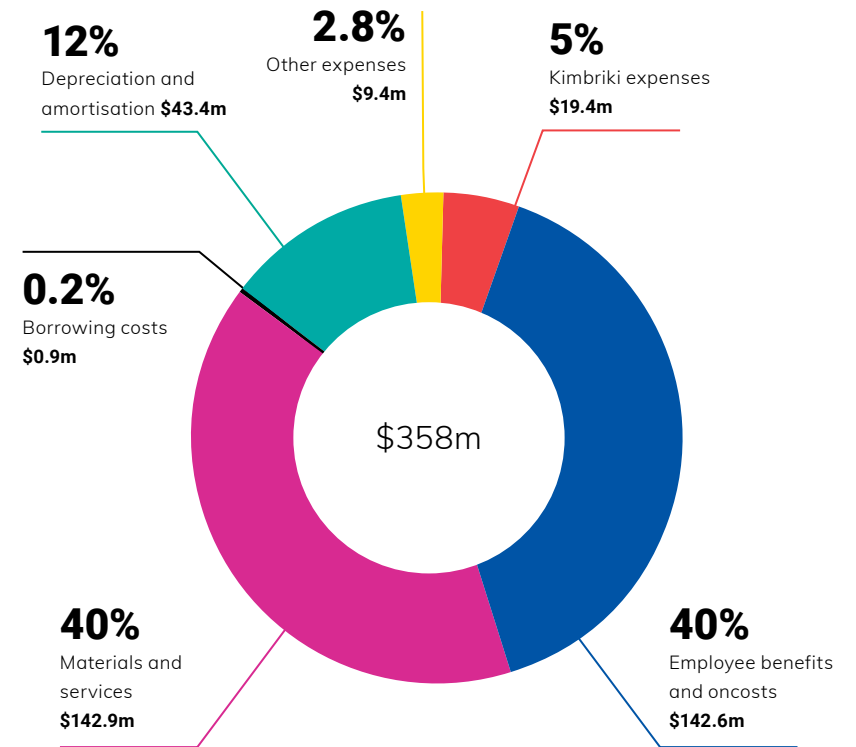
Funding summary for 2022/23

The following charts show the breakdown of funding sources for Council and how the money will be allocated in 2022/23.

Where does the income come from?



Where is the money spent?



Numbers presented may not sum precisely due to rounding.

About the Northern Beaches

The Northern Beaches local government area (LGA) covers 254km² of urban and natural environment and is located to the north of the Sydney CBD.

The LGA is divided into five wards.

Pittwater Ward

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

Frenchs Forest Ward

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

Narrabeen Ward

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

Curl Curl Ward

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

Manly Ward

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



Our community snapshot

Environment



114 km²

Bushland surrounds us in three major national parks



80 km

Coastline



254 km²

Land in five wards: Pittwater, Narrabeen, Frenchs Forest, Curl Curl and Manly

Economy



52%

Residents work locally (ABS 2016)



60%

Residents travel to work by car (ABS 2016)



61%

Trade or tertiary qualification (ABS 2016)



18%

Residents travel to work by public transport (ABS 2016)



40%

Residents ride a bike for transport or recreation (ABS 2016)



32,327

Local businesses (ABS 2020)



13%

residents work in professional, scientific and technical services (largest employment sector)

Community



21

Surf Clubs keep people safe at the beach



272,184

Population now (ABS 2021)



101,630

Dwellings (ABS 2016)



>10m

Beach visitors annually

16 **Our community's vision**

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





Our Councillors

The following Councillors were elected in December 2021 to represent the community on Northern Beaches Council for its second term until September 2024.

Curl Curl Ward



Kristen Glanville

0481 910 045

Kristen.Glanville@northernbeaches.nsw.gov.au



Sue Heins

0427 226 453

Sue.Heins@northernbeaches.nsw.gov.au



David Walton

0427 741 824

David.Walton@northernbeaches.nsw.gov.au

Frenchs Forest Ward



Jose Menano-Pires

0481 908 842

Jose.Menano-Pires@northernbeaches.nsw.gov.au



Michael Regan (Mayor)
Dec 2021 - Sep 2023

8495 6460

Michael.Regan@northernbeaches.nsw.gov.au



Stuart Sprott

0408 678 480

Stuart.Sprott@northernbeaches.nsw.gov.au

**Manly
Ward**


Candy Bingham (Deputy Mayor)
Dec 2021 - Sep 2022
0418 430 544
Candy.Bingham@northernbeaches.nsw.gov.au



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



Georgia Ryburn
0481 905 052
Georgia.Ryburn@northernbeaches.nsw.gov.au

Narrabeen Ward


Bianca Crvelin
0481 917 977
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Vincent De Luca OAM
0427 218 553
Vincent.DeLuca@northernbeaches.nsw.gov.au



Ruth Robins
0481 914 733
Ruth.Robins@northernbeaches.nsw.gov.au

Pittwater Ward


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



Michael Gencher
0481 916 932
Michael.Gencher@northernbeaches.nsw.gov.au



Miranda Korzy
0481 904 173
Miranda.Korzy@northernbeaches.nsw.gov.au

Our organisation

Purpose

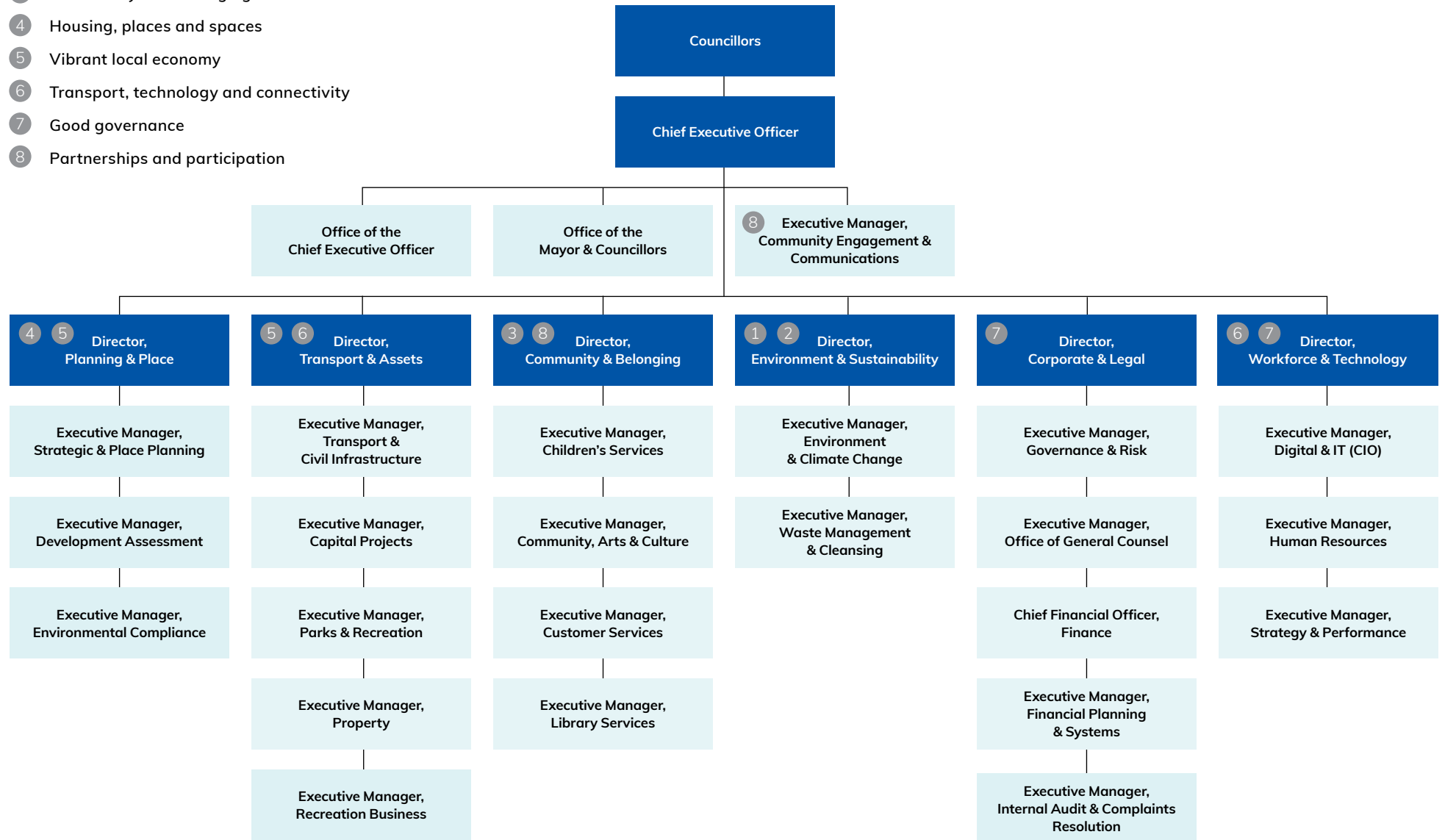
Partnering with the community to protect, improve and create our future.

Structure

Northern Beaches Council is divided into six directorates in an organisational structure designed to progress the eight outcomes of the community strategic plan.

Community Strategic Plan Outcomes

- ① Protection of the environment
- ② Environmental sustainability
- ③ Community and belonging
- ④ Housing, places and spaces
- ⑤ Vibrant local economy
- ⑥ Transport, technology and connectivity
- ⑦ Good governance
- ⑧ Partnerships and participation



Our Delivery Program





Introduction to the Delivery Program

Council's Delivery Program is an important component of the legislated Integrated Planning and Reporting Framework for all councils in New South Wales.

The framework (shown in Figure 1) provides a foundation for Council to undertake long-term planning based on community engagement and resourced by robust plans for finances, assets and workforce.

The primary document in the framework is the Community Strategic Plan (CSP), which holds the community's priority outcomes and goals, along with strategies for achievement. The CSP is informed by federal, state and regional strategies and plans, as well as other Council strategies and plans. It is not limited to Council operations, it covers all stakeholders that have a role to play in achievement of good outcomes for the Northern Beaches, including all levels of government and the community as well.

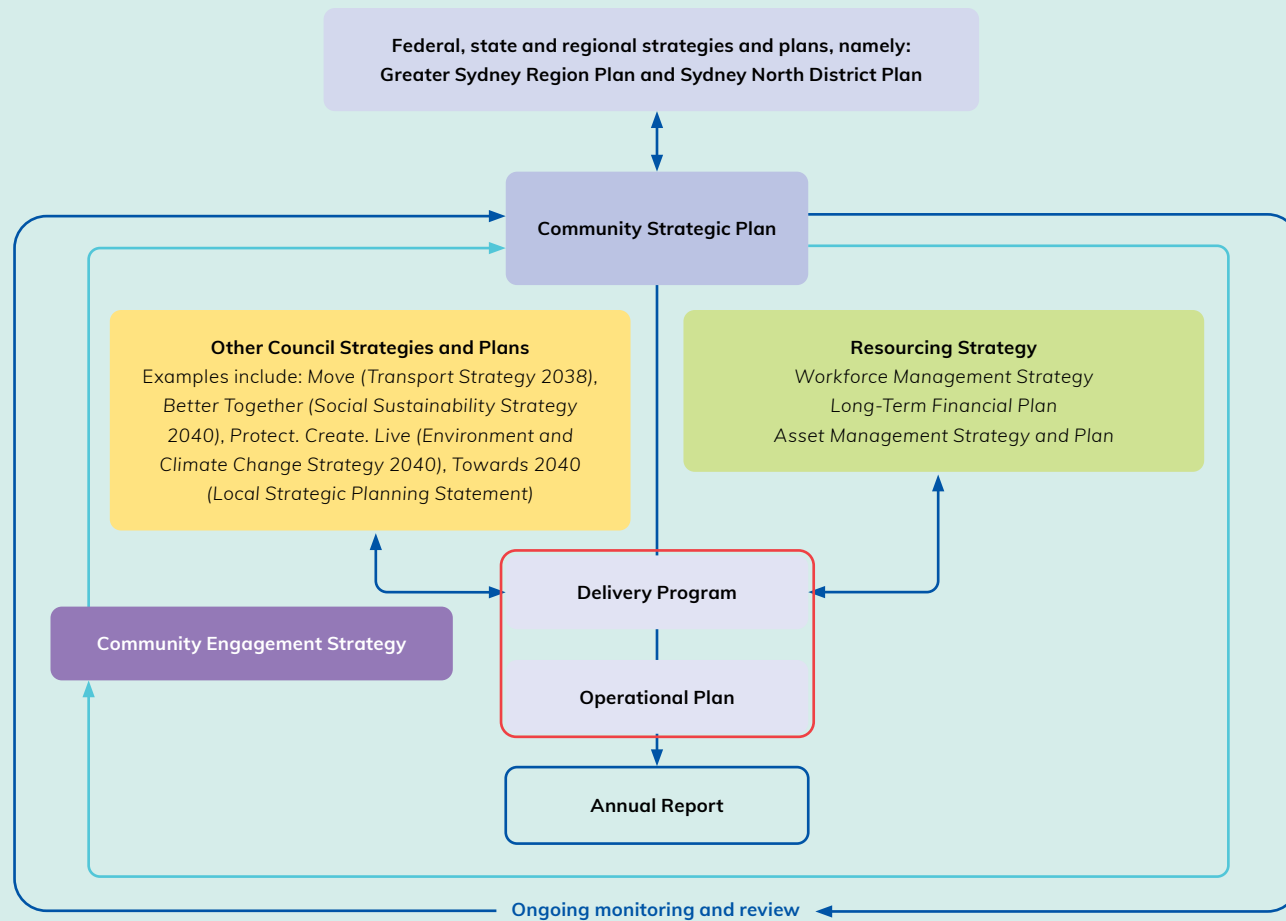
This document is the Delivery Program, a council-specific document, which sits at the heart of our operations. It is designed to address the goals of the community strategic plan and is informed by Council's strategies and plans. The Delivery Program is also influenced by the Resourcing Strategy, which sets out how our finances, assets and workforce will resource what Council provides.

Following every general Council election, the Local Government Act 1993 requires councils to prepare a four-year Delivery Program to put the community outcomes and goals from the CSP into action. The Delivery Program is revisited every year to ensure that it is current.

Embedded within the Delivery Program at Northern Beaches Council is a one-year Operational Plan and Budget that details actions to take place in that year of the program.

Progress is reported each quarter, as well as annually on the Operational Plan. Following an ordinary election, a report on the implementation of the CSP called the State of the City Report is presented to the new incoming council.

Figure 1
 Integrated planning and reporting framework showing where the Delivery Program and Operational Plan fit



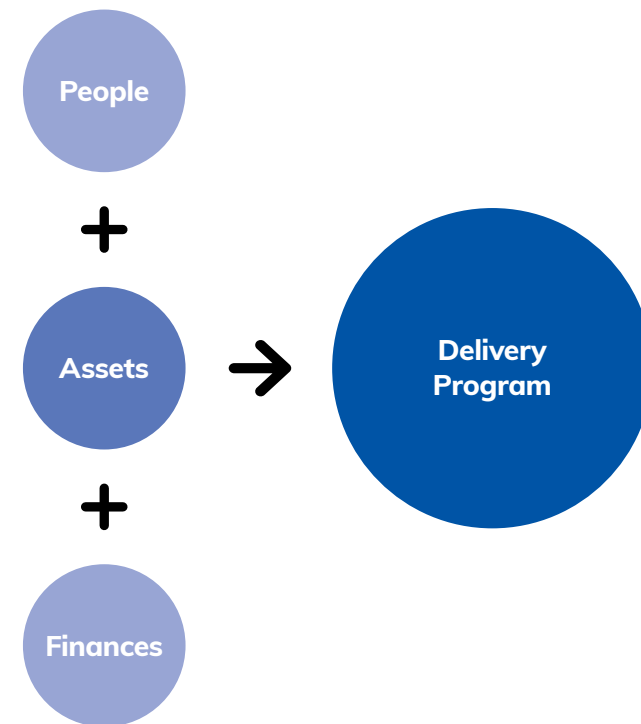
Resourcing our Delivery Program

The Resourcing Strategy is important because it ensures that Council has capable people, and well-managed finances and assets to achieve the commitments that are specified in this Delivery Plan, and the longer-term goals of the CSP for which Council is responsible.

The Resourcing Strategy is reviewed following each local government election and is comprised of three interrelated elements:

- Workforce Management Strategy shapes the capacity and capability of our workforce to deliver quality services and outcomes for you
- Asset Management Strategy and Plan will continue to fully fund a program to maintain our facilities and other assets, and create new ones
- Long-Term Financial Plan enables us to deliver services and build financial resilience to be able to withstand future shocks.

The Resourcing Strategy plans ahead for the next 10 years, anticipating the changing demographics and needs of our community, along with other trends and challenges that may impact the services we deliver.



The Budget for 2022/23 is underpinned by each of the elements of the Resourcing Strategy, which are further detailed here.

People

The Workforce Management Strategy provides strategic direction and innovative approaches to creating the workforce needed to deliver services consistently, effectively and efficiently. It sets out directions and actions across people priorities of:

- leadership talent
- digital transformation
- wellbeing and safety
- diversity, equity and inclusion.

Asset Management Strategy and Plan

This Strategy and its supporting Asset Management Policy set out the principles, objectives and actions needed to effectively plan and manage the assets needed by our changing community. The asset classes include land, and stormwater, transport, parks and recreation assets, buildings and other infrastructure – all needed to provide Council facilities and services.

It is also supported by a detailed Asset Management Plan which covers these asset classes and is reviewed annually.

This plan is critical to developing capital works priorities for the Delivery Program and Operational Plan.

Finances

The Long-Term Financial Plan (LTFP) sets out how Council will financially resource its commitments in the most sustainable way. These are commitments include infrastructure renewal, maintaining services, paying down debt and funding capital projects. As a rolling 10-year plan, the LTFP is updated annually to reflect material changes in assumptions, strategies, issues and risks. The LTFP sets the stage for the annual Budget in the Operational Plan, and ensures financial robustness as it:

- reflects our future financial position based on delivering service levels defined in the Delivery Program
- quantifies the costs of long-term strategic decisions and the risks of future strategic directions
- allows scenario testing of different policies and service levels
- enables testing of sensitivity and robustness of key assumptions.

Overall the forecasts allows for early identification of financial issues to inform decision-making.

Addressing the community strategic plan outcomes

The Community Strategic Plan (CSP) has eight outcomes. The outcomes address the environmental, social, economic and civic priorities of the community, commonly referred to as the quadruple bottom line.

This section shows how we will respond to the Community's outcomes over the next four years. Under the environmental, social, economic and civic priorities it shows the key service(s) contributing to the achievement of the outcomes.

There are 16 key services. For each, we detail the principal activities – ongoing services, capital and operational project in response to the CSP goals. Key services may contribute to more than one CSP outcome. This linkage is show on the service page where ongoing services and projects are linked to CSP goals.

The Delivery Program is influenced by community engagement activities such as the review of the CSP, community satisfaction surveys and other engagement activities during the year on specific projects.



Addressing the community strategic plan goals

● Environmental

Protection of the environment	Goal 1 Our bushland, coast and waterways are protected for their intrinsic value	Goal 2 Our environment is resilient to natural hazards and climate change	Goal 3 Our community is well-supported in protecting and enhancing the environment, to ensure safe and sustainable use
Environmental sustainability	Goal 4 Our community is supported in the sustainable use of resources and working towards net zero	Goal 5 Our built environment is developed in line with best practice sustainability principles	Goal 6 Our Council is recognised as a leader in environmental sustainability

● Social

Community and belonging	Goal 7 Our diverse community is supported to participate in their chosen cultural life	Goal 8 Our community feels safe and supported	Goal 9 Our community is inclusive and connected
Housing, places and spaces	Goal 10 Our community has access to diverse and affordable housing options to meet their current and evolving needs	Goal 11 Our local centres are vibrant and healthy, catering for diverse economic and social needs	Goal 12 Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed

● Economic

Vibrant local economy	Goal 13 Our businesses are resilient, well-connected and thrive in an environment that supports innovation, entrepreneurialism and economic growth	Goal 14 Our economy provides opportunities that match the skills and needs of the population	Goal 15 Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities
Transport, technology and connectivity	Goal 16 Our integrated transport networks meet the needs of our community and reduce carbon emissions	Goal 17 Our community can safely and efficiently travel within and beyond the Northern Beaches	Goal 18 Our community can easily connect and communicate through reliable communication technologies

● Civic

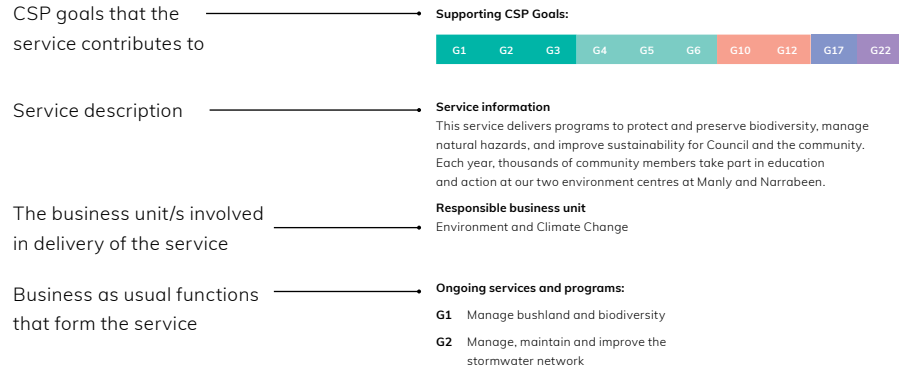
Good governance	Goal 19 Our council is transparent and trusted to make decisions that reflect the values of the community	Goal 20 Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community
Partnerships and participation	Goal 21 Our community is engaged in decision making processes	Goal 22 Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community

The following table shows how the 16 key services address the CSP goals.

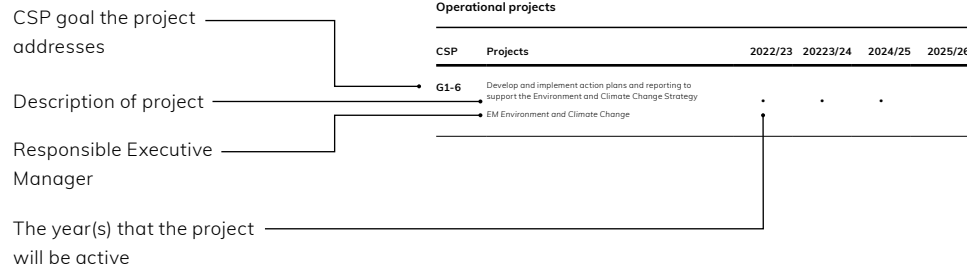
Key Service	CSP Goals											
Environment and Sustainability	G1	G2	G3	G4	G5	G6	G10	G12	G17	G22		
Waste and Cleansing	G1	G3	G4	G6	G11	G20						
Kimbriki Resource Recovery Centre	G4	G6	G22									
Strategic Land Use Planning	G1	G5	G9	G10	G11	G13	G15	G22				
Development Assessment	G5	G19										
Environmental Compliance	G1	G5	G8	G12								
Parks and Recreation	G5	G8	G11	G12	G20	G22						
Children's Services	G9	G12										
Community, Arts and Culture	G8	G9	G10	G11	G12	G22						
Library Services	G7	G9	G12	G18								
Transport, Traffic and Active Travel	G16	G17	G22									
Economic Development, Events and Engagement	G7	G9	G11	G13	G14	G15	G20	G21				
Property and Facilities	G2	G5	G6	G8	G9	G11	G12	G15	G19	G20	G22	
Governance and Assurance Services	G19	G20										
Customer Service	G20											
Corporate Support Services	G5	G18	G19	G20	G21	G22						

How to read the service pages

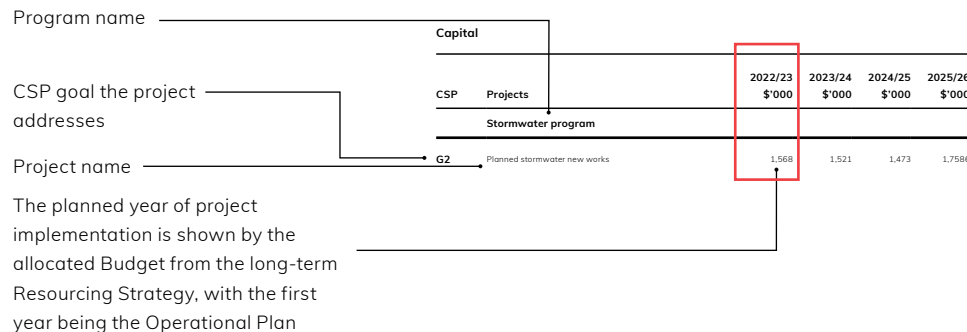
Each key service details what it will deliver and how it is funded.



Operational projects are initiatives designed to improve the services.



Capital projects are priority works based on community needs and adopted plans



Service measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Total waste from all sources diverted from landfill onsite	80%	82%	82%	Quarterly Annually
Reuse and recycling of household problem waste (tonnes)	-	~*	600	Annually

* new performance measure (did not have a target in 2021/22)

Service budget

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations					
User charges and fees	1,763	2,176	2,248	2,322	2,399
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	1,335	1,941	1,564	2,367	1,395
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	3,098	4,117	3,811	4,688	3,793
Expenses from continuing operations					
Employee benefits and oncosts	(7,901)	(8,940)	(9,265)	(9,601)	(9,950)
Borrowing costs	-	-	-	-	-
Materials and services	(8,295)	(7,787)	(7,595)	(9,036)	(7,774)
Depreciation and amortisation	(7,545)	(7,679)	(7,947)	(8,060)	(8,271)
Other expenses	(6,466)	(6,598)	(6,708)	(6,825)	(6,951)
Internal charges	(2,465)	(2,650)	(2,708)	(2,770)	(2,837)
Overhead allocation	(3,151)	(3,211)	(3,281)	(3,357)	(3,437)
Total expenses from continuing operations	(35,823)	(36,865)	(37,504)	(39,650)	(39,220)
Surplus/(deficit) from continuing operations	(32,725)	(32,748)	(33,692)	(34,961)	(35,426)
Income from capital grants and contributions					
Grants and contributions - capital purposes	1,566	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(31,159)	(32,748)	(33,692)	(34,961)	(35,426)
Rates and annual charges and reserves					
Rates and annual charges	32,725	32,748	33,692	34,961	35,426
Full time equivalent positions (FTE)	74.0	80.7	-	-	-

First year of the plan is the Operational Plan

Service pages

Delivering on community priorities





Delivering on community priorities: Environmental

Community outcome:

Protection of the environment

Our community aspires to enhance and protect the natural and built environment from the risks and impacts of global and local pressures.

Community outcome:

Environmental sustainability

Our community aspires to be leaders in managing our resources sustainably and for the long-term to ensure that development is balanced with our lifestyle and environment.

Key services

- Environment and sustainability
- Waste and cleansing
- Kimbriki Resource Recovery Centre





80 km

Coastline



17 km²

Council bushland



250 km

Creek lines



1,460

Native plant species



540

Native animal species



600 km

Stormwater pipes



5

Intertidal protected areas



470

Environmental volunteers



4,040m

Stormwater networks renewed or upgraded



>16,000

People attend environmental education programs annually



>10m

Domestic waste service bin lifts from residential dwellings each year (garbage, recycling and garden organics)



>300,000 tonnes

Waste managed at Kimbriki annually

Environment and sustainability



Supporting CSP Goals:

G1	G2	G3
G4	G5	G6
G10	G12	G17
G22		

Service information

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

Responsible business unit

Environment and Climate Change

Ongoing services and programs

- G1** Deliver programs to protect, enhance and manage coast, catchments and waterways
- G1** Manage bushland and biodiversity
- G2** Manage, maintain and improve the stormwater network
- G2** Manage natural hazards including flooding, bushfire, coastal erosion
- G2** Emergency response through liaison with SES/RFS
- G3** Deliver targeted education
- G4** in environmental protection, sustainability, volunteering and Environment Centre programs
- G2** Deliver programs to mitigate, adapt and respond to climate change
- G6** and reduce council's resource consumption
- G5** Development engineering reviews,
- G10** approvals and works
- G5** Expert environmental advice in
- G10** strategic planning and assessment of development and other applications

Key projects

Operational projects

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G1-G6	Develop and implement action plans and reporting to support the Environment and Climate Change Strategy EM Environment and Climate Change	•	•	•	•
G1 G2	Develop and implement coastal management programs EM Environment and Climate Change	•	•	•	•
G2 G17	Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway EM Environment and Climate Change	•	•	•	•
G2 G12	Develop and implement a Narrabeen Lagoon Entrance Management Strategy EM Environment and Climate Change	•	•	•	•
G3 G4 G22	Expand and improve volunteer, sustainability and environment centre programs in response to community priorities EM Environment and Climate Change	•	•	•	•
G1 G2	Develop and implement a creek management strategy EM Environment and Climate Change	•	•	•	•

Capital - new

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Stormwater program					
G2	Planned stormwater new works	1,976	1,971	1,965	1,960
Total new works - Environment and sustainability		1,976	1,971	1,965	1,960

Capital - renewal

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Stormwater program					
G2	Planned stormwater renewal works	5,778	5,719	6,526	6,701
G2	Reactive stormwater renewal works	961	948	1,006	1,029
G2	Gross pollutant trap renewal works	97	96	102	104
Water and energy saving initiatives					
G4 G5	Energy Savings Initiatives Program	303	298	313	320
G4 G5	Water saving and re-use initiatives	72	71	75	77
Total renewal works - Environment and sustainability		7,211	7,132	8,021	8,230



Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
No. sustainability education events	173 (A)	-*	40	Quarterly
Volunteer bush regeneration (hours)	5,647 (A)	6,900 (A)	1,875 (Q1) 1,575 (Q2) 1,575 (Q3) 1,875 (Q4)	Quarterly
No. invasive pest animals controlled to protect native flora and fauna	786	-*	100	Quarterly
No. attending sustainability education events	12,342	-*	16,000	Annually
Active bushland management by contractors (ha)	1,083	1,200	1,200	Annually
Stormwater network renewed/ upgraded in line with the Asset Management Plan (m)	825	800	800	Annually
Required mitigation activity completed for natural hazards (flood, fire, erosion, landslip)	100%	100%	100%	Annually
Green House Gas emissions by Council (t CO2)	17,696	< 6,000	< 6,000	Annually
Total water use by Council (kL)	362,466	< 502,797	< 474,731	Annually
Workload measures				Frequency
Gross pollutants removed from stormwater networks (tonnes)	1,264	137	136	Quarterly
No. DA referrals for assessment of environmental controls	2,999	847	888	Quarterly

* new performance measure (did not have a target in 2021/22)

A = Annually, Q = Quarterly

Income and expenditure - Environment and sustainability

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000		Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	1,763	2,176	2,248	2,322	2,399	Grants and contributions - capital purposes	1,566	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(31,159)	(32,748)	(33,692)	(34,961)	(35,426)
Other revenues	-	-	-	-	-	Rates and annual charges and reserves					
Grants and contributions - operating purposes	1,335	1,941	1,564	2,367	1,395	Rates and annual charges	32,725	32,748	33,692	34,961	35,426
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	74.0	80.7			
Gains on disposal of assets	-	-	-	-	-						
Total income from continuing operations	3,098	4,117	3,811	4,688	3,793						
Expenses from continuing operations											
Employee benefits and oncosts	(7,901)	(8,940)	(9,265)	(9,601)	(9,950)						
Borrowing costs	-	-	-	-	-						
Materials and services	(8,295)	(7,787)	(7,595)	(9,036)	(7,774)						
Depreciation and amortisation	(7,545)	(7,679)	(7,947)	(8,060)	(8,271)						
Other expenses	(6,466)	(6,598)	(6,708)	(6,825)	(6,951)						
Internal charges	(2,465)	(2,650)	(2,708)	(2,770)	(2,837)						
Overhead allocation	(3,151)	(3,211)	(3,281)	(3,357)	(3,437)						
Total expenses from continuing operations	(35,823)	(36,865)	(37,504)	(39,650)	(39,220)						
Surplus/(deficit) from continuing operations	(32,725)	(32,748)	(33,692)	(34,961)	(35,426)						

* Original 2021/22 budget has been updated to meet the classification of accounts in accordance with the changes to the Local Government Code of Accounting Practice and Financial Reporting

Waste and cleansing



Supporting CSP Goals:

G1	G3	G4
G6	G11	G20

Service information

This service delivers household waste and recyclables collection, including bulky goods collection, as well as litter removal, beach raking, street sweeping and removal of illegally dumped rubbish.

Responsible business unit

Waste Management and Cleansing

Ongoing services and programs:

- G4** Waste collection, green waste, recycling services, household bulky goods collection
- G1** Public place cleaning, litter, street sweeping, beach raking, graffiti and illegal dumping removal
- G11** Public place cleaning, litter, street sweeping, beach raking, graffiti and illegal dumping removal
- G3** Waste management for public functions and events
- G4** Waste management for public functions and events
- G3** Waste education and behaviour change programs
- G4** Waste education and behaviour change programs

Key projects

Operational projects

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G4 G6	Consult on and implement a new long-term waste and circular economy strategy <i>EM Waste Management and Cleansing</i>	•	•	•	•
G6	Manage domestic waste contracts to maximise resource recovery and adapt to community needs <i>EM Waste Management and Cleansing</i>	•	•	•	•
G6 G11	Manage contracts for cleaning of streets, pavements, graffiti and bus shelters to provide clean public places <i>EM Waste Management and Cleansing</i>	•	•	•	•
G3 G4 G6	Deliver waste programs and education to support Council's domestic waste collection services, including waste reduction and circular economy principles <i>EM Waste Management and Cleansing</i>	•	•	•	•
G4 G6	Promote opportunities to the community for separate collection of recoverable waste types <i>EM Waste Management and Cleansing</i>	•			

Capital - renewal

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Plant and equipment					
G11 G20	Public place bin enclosures	100	100	100	100
Total renewal works - Waste and cleansing		100	100	100	100

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Reports of missed waste collection and litterbin services	-	<1%	<0.5%	Quarterly
No. participating in education events on waste and circular economy solutions	-	-*	1,000 (Q) 5,000 (A)	Quarterly Annually
Domestic waste diverted from landfill (waste collected by Council)	65%	60%	65%	Annually
Domestic waste/capita (kg)	398	< 420	< 420	Annually
Customer satisfaction with cleansing services	-	-*	80%	Annually

* new performance measure (did not have a target in 2021/22)

A = Annually, Q = Quarterly

Income and expenditure - Waste and cleansing

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000		Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	43	38	40	41	42	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	45	46	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	-	-	-	-	-
Other revenues	709	650	671	694	716	Rates and annual charges and reserves					
Grants and contributions - operating purposes	254	-	-	-	-	Rates and annual charges	59,758	65,023	66,307	67,929	69,706
Other Income	-	-	-	-	-	Transfer (to)/from Domestic Waste Reserve	(124)	(531)	(236)	(292)	(372)
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	81.1	78.6			
Total income from continuing operations	1,051	734	711	734	759						
Expenses from continuing operations											
Employee benefits and oncosts	(8,186)	(8,420)	(8,726)	(9,043)	(9,371)						
Borrowing costs	(273)	(240)	(206)	(172)	(136)						
Materials and services	(44,682)	(49,056)	(50,136)	(51,289)	(52,520)						
Depreciation and amortisation	(2,773)	(2,716)	(2,814)	(2,856)	(2,934)						
Other expenses	-	(16)	(16)	(17)	(17)						
Loss on disposal of assets	-	-	-	-	-						
Share of interest in joint ventures	-	-	-	-	-						
Internal charges	(3,004)	(2,977)	(3,043)	(3,113)	(3,187)						
Overhead allocation	(1,767)	(1,801)	(1,840)	(1,883)	(1,928)						
Total expenses from continuing operations	(60,685)	(65,227)	(66,782)	(68,371)	(70,092)						
Surplus/(deficit) from continuing operations	(59,634)	(64,493)	(66,071)	(67,637)	(69,333)						

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Kimbriki Resource Recovery Centre



Supporting CSP Goals:

G4

G6

G22

Service information

Kimbriki aims to deliver long-term reliable, responsible and sustainable waste management and recycling services to the local community. It receives over 260,000 tonnes of material onsite each year and around 80% of this is recycled. There are around 4,000 visits each year to Eco House and Garden for education on the sustainability, and to the Buy Back Centre which sells salvaged building materials and furniture.

Coordinating business unit

Waste Management and Cleansing

Ongoing services and programs:

- G4** Operation of Kimbriki landfill and
- G22** recycling facility
- G6** Education via the Eco-House and Garden

Key projects

Operational projects

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G4 G6	Research and develop improved resource recovery consistent with the endorsed Business Plan, reviewed annually CEO Kimbriki Environmental Enterprises Pty Ltd	•	•	•	
G4 G6	Expand the sustainability hub and enhance social enterprise opportunities CEO Kimbriki Environmental Enterprises Pty Ltd	•			

Capital - new

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Kimbriki improvements					
G4	Kimbriki clean water diversion system	7,382	5	-	-
G4	Kimbriki landfill cell development area 4A	1,560	-	-	-
G4	Kimbriki gas capture system	75	75	75	75
G4	Kimbriki landfill cell development area 4B	-	-	1,948	1,535
G4	Kimbriki landfill cell development mid-west landfill	75	1,212	1,212	-
Total new works - Kimbriki Resource Recovery Centre		9,092	1,292	3,236	1,610

Capital - renewal

Kimbriki improvements					
G4	Kimbriki vehicles	75	75	75	250
G4	Kimbriki renewal program	600	600	600	600
G4	Kimbriki other	70	72	74	77
Total renewal works - Kimbriki Resource Recovery Centre		745	747	749	927



Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Total waste from all sources diverted from landfill onsite	80%	82%	82%	Quarterly Annually
Waste diverted from landfill in the mixed waste section onsite from all sources	5.1%	10%	10%	Quarterly Annually
Compliance with environmental requirements	100%	100%	100%	Annually
Reuse and recycling of household problem waste (tonnes)	-	-*	600	Annually

* new performance measure (did not have a target in 2021/22)

A = Annually, Q = Quarterly

Income and expenditure - Kimbriki Resource Recovery Centre

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations					
User charges and fees	36,951	34,930	36,083	37,274	38,504
Investment fees and revenues	54	60	61	63	64
Other revenues	2,887	3,124	3,227	3,333	3,443
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	274	280	287	294
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	39,892	38,388	39,651	40,956	42,305
Expenses from continuing operations					
Employee benefits and oncosts	(4,932)	(4,994)	(5,176)	(5,364)	(5,558)
Borrowing costs	(1,748)	(1,739)	(1,801)	(1,813)	(1,825)
Materials and services	(18,464)	(16,646)	(17,012)	(17,404)	(17,821)
Depreciation and amortisation	(3,369)	(4,003)	(4,122)	(4,173)	(4,267)
Other expenses	(8,375)	(8,385)	(8,570)	(8,767)	(8,977)
Internal charges	-	-	-	-	-
Overhead allocation	-	-	-	-	-
Total expenses from continuing operations	(36,888)	(35,768)	(36,681)	(37,520)	(38,449)
Surplus/(deficit) from continuing operations	3,004	2,621	2,971	3,436	3,855

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	3,004	2,621	2,971	3,436	3,855
Rates and annual charges and reserves					
Rates and annual charges	-	-	-	-	-

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Delivering on community priorities: Social

Community outcome:

Community and belonging

Our community aspires to care for each other, ensuring that people feel safe, supported, included, and have diverse opportunities for a rich cultural and social life.

Community outcome:

Housing, places and spaces

Our community aspires to have well designed, sustainable and resilient places and spaces, to enhance the local character in order to meet their housing, employment and recreational needs.

Services

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





24

Ocean beaches



>1,100

environmental health inspections annually



4

gallery, art and performance venues



41

Community centres



122

Sportsfields



254

Playgrounds



15

Rockpools



>18,000

Meals on Wheels services annually



2

Aquatic centres



>92,000

Visits to gallery, art and performance venues annually



6

Libraries



9

Long day care/ preschool sites

Community, arts and culture



Supporting CSP Goals:

G7	G8	G9
G11	G12	G22

Service information

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

We work to support and strengthen communities and the social and cultural sectors through the facilitation of programs

and services that build the capacity of the community, with a focus on priority populations that include older people, people living with disability and young people.

Our community centres, cultural facilities, arts and cultural programs, regional art gallery and museum and performing arts theatre provide opportunities to contribute and participate in cultural activities that bring people together for a rich cultural and social life.

Responsible business units

Community, Arts and Culture
Property
Capital Projects

Ongoing services and programs:

G7 Partner with the community in
G8 community development initiatives
G9 relating to older people, people living with disability, young people, culturally and linguistically diverse peoples, families, mental health, domestic and family violence, suicide prevention and homelessness

G7 Undertake strategic social and
G8 cultural planning
G9

G8 Coordinate initiatives in community
G9 safety and volunteering

G8 Manage Meals on Wheels services
G9 for seniors and people with disability

G8 Provide youth and family counselling
G9 services

G8 Provide community information and
G9 referral services

G7 Provide annual arts and cultural and
G9 community development grants

G11 Provide accessible community
G12 centres and partner with service providers to provide community service hubs

G7 Undertake arts and cultural development, deliver the Northern Beaches Environmental Art and Design Prize and integrate art into public spaces

G7 Manage Glen Street Theatre and the Manly Art Gallery and Museum

Key projects

Operational projects

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G12 G22	Deliver the Performance Space at Mona Vale Public School with the State Government. EM Community Arts and Culture	•			
G11 G12 G7	Plan for an integrated community and cultural hub at Mona Vale Director Community and Belonging	•			
G8 G9	Implement Gatekeeper training program for suicide prevention EM Community Arts and Culture	•			
G7 G9	Implement the Coast Walk Public Art Strategic Plan EM Community Arts and Culture	•	•	•	•
G7 G8 G9	Implement Better Together 2040 Social Sustainability Strategy and develop supporting action plans to address community priorities EM Community Arts and Culture	•	•	•	•
G7 G8 G9	Develop a mental health discussion paper EM Community Arts and Culture	•			
G7 G8 G9	Develop Youth Voice – shaping the beaches' future EM Community Arts and Culture	•			
G7 G8 G9	Develop a Multicultural Access and Equity Plan EM Community Arts and Culture	•			
G8 G9	Implement actions from the Disability Inclusion Action Plan EM Community Arts and Culture	•	•	•	•

Capital - new

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Community centre improvements					
G7 G12	Warriewood Valley Community Centre	4,700	4,822	-	-
Cultural improvements					
G7 G12	Coast walk - art trail	711	-	-	-
Total new works - Community, arts and culture		5,411	4,822	-	-

Capital - renewal

Community centre improvements					
G12	Community buildings works program	700	658	1,208	1,561
G12	Community centres minor works program	150	165	166	166
Cultural improvements					
G12	Glen Street Theatre - renewal works	65	150	150	150
G12	Creative Arts Space, Mona Vale - design works	150	-	-	-
Total renewal works - Community, arts and culture		1,065	974	1,523	1,877

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Community centres: no. bookings	8,314 (Q1) 7,180 (Q2) 7,233 (Q3) 8,823 (Q4)	9,270 (Q1) 8,450 (Q2) 7,500 (Q3) 9,000 (Q4)	9,270 (Q1) 8,450 (Q2) 7,500 (Q3) 9,000 (Q4)	Quarterly
No. meal services	4,330 (Q. Av.) 17,325 (A)	4,500 (Q) 18,000 (A)	4,500 (Q) 18,000 (A)	Quarterly Annually
No. volunteers who actively participate in ongoing Council programs	789 (Q. Av.) 1,124 (A)	650 (Q) 1,500 (A)	650 (Q) 1,500 (A)	Quarterly Annually
Community centres: no. people attending	-	-*	1,000,000	Annually
Community centres: hirer satisfaction (mean score out of five)	4.5	4.0	4.0	Annually
No. sessions of Youth and Family counselling	954	800	800	Annually
No. people attending community development activities	11,671	17,300	17,300	Annually
No. attending arts and culture events/ performances	63,760	123,400	123,400	Annually
No. networks and partnerships with community groups/ organisations	19	15	15	Annually
Workload measures				Frequency
No. information and referral enquiries	511 (A)	-	-	Quarterly

* new performance measure (did not have a target in 2021/22)

A = Annually, Q = Quarterly
Q. Av. = Quarterly average

Income and expenditure - Community, arts and culture

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations					
User charges and fees	4,353	4,277	4,419	4,564	4,715
Investment fees and revenues	-	-	-	-	-
Other revenues	831	857	885	924	965
Grants and contributions - operating purposes	3,190	838	856	876	897
Other income	-	42	43	43	45
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	8,374	6,014	6,202	6,408	6,621
Expenses from continuing operations					
Employee benefits and oncosts	(7,146)	(7,174)	(7,434)	(7,704)	(7,984)
Borrowing costs	-	-	-	-	-
Materials and services	(3,732)	(3,459)	(3,535)	(3,617)	(3,703)
Depreciation and amortisation	(721)	(632)	(657)	(668)	(688)
Other expenses	(2,911)	(525)	(536)	(548)	(562)
Internal charges	(237)	(44)	(45)	(46)	(47)
Overhead allocation	(842)	(858)	(877)	(897)	(919)
Total expenses from continuing operations	(15,590)	(12,691)	(13,085)	(13,480)	(13,903)
Surplus/(deficit) from continuing operations	(7,216)	(6,678)	(6,883)	(7,072)	(7,282)

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(7,216)	(6,678)	(6,883)	(7,072)	(7,282)
Rates and annual charges and reserves					
Rates and annual charges	7,127	6,591	6,753	6,942	7,158
Tfr from/(to) Merger Savings Fund, Meals on Wheels and Manly Art Gallery reserves	89	86	130	130	124
Full time equivalent positions (FTE)	55.6	55.6			

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Children's services



Supporting CSP Goals:

G9

G12

Service information

This service provides early learning for young children at nine sites, including long day care and preschool, as well as supporting Family Day Care at up to 50 locations. The service also includes school holiday programs for children aged up to 11 years at four locations.

Responsible business units

Children's Services
Property

Ongoing services and programs:

- G9** Manage seven long day care centres at Belrose, Dee Why, Narrabeen, Brookvale (2), Seaforth and Fairlight
- G9** Manage two pre-schools at Balgowlah and Manly
- G9** Manage Family Day Care at up to 50 locations
- G12** Manage Vacation Care in Forestville, Cromer, Manly Vale and North Harbour
- G9** Provide Occasional Care services at the Brookvale Centre
- G9** Provide children with additional needs the opportunity to participate in quality early education and vacation care programs
- G9** Provide quality education and care that meets or exceeds the National Quality Standard

Key projects

Operational projects

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G9	Implement the Children's Services Strategy EM Children's Services	•	•	•	•

Capital - renewal

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Children's services					
G12 G9	Children's centres works program	150	165	166	166
Total renewal works - Children's services		150	165	166	166

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
No. children attending long day care programs	762 Q. Av	700	700	Quarterly
No. children attending family day care programs	378 Q. Av	380	380	Quarterly
No. children attending preschool programs	152 Q. Av	100	100	Quarterly
No. children attending vacation care programs	534 (Q1) 472 (Q2) 537 (Q3) 404 (Q4)	350 (Q1) 350 (Q2) 525 (Q3) 350 (Q4)	350 (Q1) 350 (Q2) 525 (Q3) 350 (Q4)	Quarterly
No. additional needs and diverse socio-disadvantaged children enrolled in childcare services	80	-*	60	Annually
Childcare services that meet/ exceed standard for the National Quality Framework		100%	100%	Annually
Parent satisfaction with Children's Services (client survey of FDC, Preschool, LDC)	-	-*	80%	Annually

* new performance measure (did not have a target in 2021/22)

A = Annually, Q = Quarterly
Q. Av = Quarterly average



Income and expenditure - Children's services

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations					
User charges and fees	13,432	14,021	14,484	14,962	15,456
Investment fees and revenues	-	-	-	-	-
Other revenues	4	4	4	4	4
Grants and contributions - operating purposes	1,307	2,126	2,173	2,223	2,276
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	14,743	16,151	16,660	17,188	17,735
Expenses from continuing operations					
Employee benefits and oncosts	(11,541)	(12,503)	(12,956)	(13,427)	(13,914)
Borrowing costs	(1)	(7)	(6)	(6)	(5)
Materials and services	(2,059)	(2,237)	(2,262)	(2,288)	(2,313)
Depreciation and amortisation	(61)	(59)	(61)	(62)	(63)
Other expenses	-	-	-	-	-
Internal charges	(510)	(538)	(550)	(563)	(576)
Overhead allocation	(770)	(785)	(802)	(820)	(840)
Total expenses from continuing operations	(14,942)	(16,128)	(16,638)	(17,166)	(17,712)
Surplus/(deficit) from continuing operations	(199)	22	22	22	23

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(199)	22	22	22	23
Rates and annual charges and reserves					
Rates and annual charges	199	-	-	-	-
Full time equivalent positions (FTE)	113.8	123.2			

* Original 2021/22 budget has been updated to meet the classification of accounts in accordance with the changes to the Local Government Code of Accounting Practice and Financial Reporting

Library services



Supporting CSP Goals:

G7	G9
G12	G18

Service information

There are six branch libraries and four community libraries in the library service. In addition to physical library resources, the service also makes available a range of electronic resources to library members. We also deliver programs, activities and services that support community health and wellbeing for people of all ages and abilities.

Responsible business units

Library Services
Property

Ongoing services and programs:

G7 Operate library services at Belrose,
G9 Dee Why, Forestville, Mona Vale,
G12 Manly and Warringah Mall

G7 Support four community libraries
G9
G12

G9 Manage physical collections, online
G18 collections and databases

G7 Provide a Home Library Service for
G9 people with mobility and access
restrictions

G7 Provide programs, resources and
G9 services that are inclusive and
accessible across all age groups and
abilities

G7 Focus on youth engagement and
G9 activities

G9 Provide volunteering opportunities

Key projects

Operational

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G12	Review and implement opportunities for 24/7 access to the physical library space EM Library Services	•	•	•	
G9	Achieve dementia friendly accreditation across appropriate Library Services EM Library Services	•			
G7 G9	Develop a Library Strategy				
G12	EM Library Services	•			

Capital - new

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Community space and learning					
G7 G12	Library local priority grant purchases	162	36	36	36
Total new works - Library services		162	36	36	36

Capital - renewal

Community space and learning					
G9	Library books - replacement	883	878	993	1,017
Library upgrades					
G12	Library buildings works program	100	160	160	161
Total renewal works -Library services		983	1,039	1,154	1,178



Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
No. library programs and activities	-	-*	400 (Q) 1,600 (A)	Quarterly Annually
No. of physical visits to libraries	768,914	-*	175,000 (Q) 700,000 (A)	Quarterly Annually
No. Home Library Service customers	-	-*	925	Quarterly
Annual growth in E-loans	26%	10%	20%	Annually
Satisfaction with library programs	81%	-	80%	Annually
Satisfaction with Home Library Service	89%	-	80%	Annually

* new performance measure (did not have a target in 2021/22)

A = Annually, Q = Quarterly

Income and expenditure - Library services

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations					
User charges and fees	138	151	156	161	166
Investment fees and revenues	-	-	-	-	-
Other revenues	100	92	95	98	102
Grants and contributions - operating purposes	745	799	817	836	856
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	983	1,043	1,068	1,095	1,124
Expenses from continuing operations					
Employee benefits and oncosts	(7,606)	(7,800)	(8,083)	(8,377)	(8,681)
Borrowing costs	-	-	-	-	-
Materials and services	(846)	(1,174)	(1,199)	(1,227)	(1,257)
Depreciation and amortisation	(1,862)	(1,823)	(1,889)	(1,917)	(1,969)
Other expenses	(118)	(118)	(121)	(123)	(126)
Internal charges	(95)	(96)	(98)	(100)	(103)
Overhead allocation	(1,034)	(1,054)	(1,077)	(1,102)	(1,128)
Total expenses from continuing operations	(11,562)	(12,064)	(12,467)	(12,846)	(13,263)
Surplus/(deficit) from continuing operations	(10,579)	(11,022)	(11,399)	(11,751)	(12,139)

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	736	162	36	36	36
Surplus/(deficit) from operations including capital grants and contributions	(9,843)	(10,859)	(11,363)	(11,715)	(12,104)
Rates and annual charges and reserves					
Rates and annual charges	10,579	11,022	11,399	11,751	12,139
Full time equivalent positions (FTE)	80.2	80.8			

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Strategic land use planning



Supporting CSP Goals:

G1	G5	G9
G10	G11	G13
G15	G22	

Service information

This service prepares structure plans and place plans to manage growth and development on the Northern Beaches, along with the local environmental plans and development control plans to support them. We also manage development contribution schemes, planning proposals and heritage preservation.

Responsible business unit

Strategic and Place Planning

Ongoing services and programs:

- G5** Develop land use planning policies to
- G13** guide development
- G10** Assess planning proposals lodged by external parties
- G5** Manage local environmental plans and development control plans
- G10** Provision of planning certificates
- G10** Prepare and update contribution plans
- G1** Protect Aboriginal, non-Aboriginal
- G5** and environmental heritage
- G9**
- G10** Strategic and land use planning
- G11** including urban design
- G10** Prepare place plans and structure
- G11** plans
- G5** Manage land release areas
- G10**
- G22** Advocate for community needs with Greater Sydney Commission, NSW Planning, Industry and Environment and other stakeholders

Operational projects

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G5 G10 G11 G13 G15	Prepare Northern Beaches local environmental plan, development control plan and associated studies <i>EM Strategic and Place Planning</i>	•	•	•	
G5	Frenchs Forest precinct planning for a sustainable area with Green Star Communities rating <i>EM Strategic and Place Planning</i>	•			
G10 G11 G13	Complete Brookvale Structure Planning and Rezoning – to revitalise Brookvale town centre <i>EM Strategic and Place Planning</i>	•			
G5 G10	Ingleside Precinct – work with Department of Planning, Industry and Environment on the potential land release <i>EM Strategic and Place Planning</i>	•			
G11 G13 G15	Develop place plans for Mona Vale, Avalon and Manly, other centres on a rolling program <i>EM Strategic and Place Planning</i>	•	•	•	•

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Planning Proposals assessed within 90 days - from lodgement to submitting report to Local Planning Panel (LPP)	75%	80%	80%	Annually



Income and expenditure - Strategic land use planning

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations					
User charges and fees	1,122	1,172	1,210	1,250	1,291
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	366	332	339	347	355
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	1,487	1,503	1,549	1,597	1,647
Expenses from continuing operations					
Employee benefits and oncosts	(4,543)	(4,783)	(4,957)	(5,137)	(5,323)
Borrowing costs	-	-	-	-	-
Materials and services	(1,528)	(765)	(665)	(681)	(697)
Depreciation and amortisation	(78)	(55)	(58)	(59)	(61)
Other expenses	(676)	(715)	(731)	(747)	(765)
Internal charges	(210)	(213)	(217)	(222)	(228)
Overhead allocation	(422)	(430)	(439)	(449)	(460)
Total expenses from continuing operations	(7,457)	(6,961)	(7,067)	(7,296)	(7,535)
Surplus/(deficit) from continuing operations	(5,970)	(5,457)	(5,518)	(5,698)	(5,888)

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(5,970)	(5,457)	(5,518)	(5,698)	(5,888)
Rates and annual charges and reserves					
Rates and annual charges	5,818	5,140	5,335	5,573	5,776
Tfr from Developer Contributions reserves	152	317	183	125	112
Full time equivalent positions (FTE)	33.7	33.3			

* Original 2021/22 budget has been updated to meet the classification of accounts in accordance with the changes to the Local Government Code of Accounting Practice and Financial Reporting

Development assessment



Supporting CSP Goals:

G5

G19

Service information

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

Responsible business unit

Development Assessment

Ongoing services and programs:

- G5** Assess development applications, including coordinating internal and external specialist advice
- G5** Provide a pre-lodgement service for **G19** applicants
- G19** Maintain development application assessment systems in alignment with current legislation
- G19** Manage independent assessment panels – including the Northern Beaches Local Planning Panel, and the Design and Sustainability Review Panel
- G19** Manage the internal Development Determination Panel

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Average determination time of 90% of development applications, modifications and reviews (days)	66 (Q. Av.) 66 (A)	< 75	< 75	Quarterly Annually
Outstanding development applications, modifications and reviews older than 100 days (since application received)	16% (Q. Av.) 16% (A)	< 20%	< 20%	Quarterly Annually

A = Annually, Q = Quarterly
Q. Av = Quarterly average



Income and expenditure - Development assessment

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000		Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	3,200	3,550	3,667	3,788	3,913	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(3,754)	(3,574)	(3,696)	(3,821)	(3,954)
Other revenues	-	-	-	-	-	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	3,754	3,574	3,696	3,821	3,954
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	47.6	47.3			
Gains on disposal of assets	-	-	-	-	-						
Total income from continuing operations	3,200	3,550	3,667	3,788	3,913						
Expenses from continuing operations											
Employee benefits and oncosts	(5,386)	(5,589)	(5,792)	(6,002)	(6,220)						
Borrowing costs	-	-	-	-	-						
Materials and services	(580)	(584)	(597)	(610)	(625)						
Depreciation and amortisation	(113)	(80)	(84)	(86)	(89)						
Other expenses	-	-	-	-	-						
Internal charges	(203)	(187)	(191)	(195)	(200)						
Overhead allocation	(672)	(685)	(700)	(716)	(733)						
Total expenses from continuing operations	(6,954)	(7,124)	(7,363)	(7,609)	(7,867)						
Surplus/(deficit) from continuing operations	(3,754)	(3,574)	(3,696)	(3,821)	(3,954)						

* Original 2021/22 budget has been updated to meet the classification of accounts in accordance with the changes to the Local Government Code of Accounting Practice and Financial Reporting

Environmental compliance



Supporting CSP Goals:

G1	G5
G8	G12

Service information

This service contributes to protecting the environment and keeping the community safe through education, regulation and enforcement activities relating to pollution, illegal development, fire safety, animal management, food safety and public health.

Responsible business unit

Environmental Compliance

Ongoing services and programs:

- G1** Investigation and enforcement of
- G5** illegal land use and building works
- G8** Fire safety program
- G8** Certification services for buildings and swimming pool barriers
- G8** Protecting public health in food safety, wastewater systems, environmental controls and public swimming pools
- G8** Environmental compliance advice and education initiatives, including food safety and environmental management
- G5** Investigating complaints on pollution,
- G8** noise, parking, companion animals and abandoned articles
- G8** Regular ranger and parking patrols
- G12** Manage companion animals, including dog attacks, community education and patrolling off and on-leash dog areas

Operational projects

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G8 G11	Review environmental compliance tools and procedures to improve customer experience <i>EM Environmental Compliance</i>	•	•	•	•

Performance measures - Environmental compliance

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
All mandatory food inspections completed	-	-*	100%	Quarterly Annually
Reduction in high-risk food businesses	-	-*	< 350	Annually

* new performance measure (did not have a target in 2021/22)



Income and expenditure - Environmental compliance

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations					
User charges and fees	2,331	2,433	2,513	2,596	2,682
Investment fees and revenues	-	-	-	-	-
Other revenues	8,178	8,200	8,057	7,917	7,791
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	10,509	10,633	10,570	10,513	10,473
Expenses from continuing operations					
Employee benefits and oncosts	(10,003)	(9,942)	(10,302)	(10,676)	(11,064)
Borrowing costs	-	-	-	-	-
Materials and services	(1,727)	(1,742)	(1,780)	(1,821)	(1,865)
Depreciation and amortisation	(219)	(155)	(162)	(166)	(172)
Other expenses	(2)	(2)	(2)	(2)	(2)
Internal charges	(681)	(723)	(739)	(756)	(774)
Overhead allocation	(1,188)	(1,211)	(1,237)	(1,266)	(1,296)
Total expenses from continuing operations	(13,819)	(13,773)	(14,222)	(14,686)	(15,172)
Surplus/(deficit) from continuing operations	(3,310)	(3,140)	(3,653)	(4,173)	(4,699)

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(3,310)	(3,140)	(3,653)	(4,173)	(4,699)
Rates and annual charges and reserves					
Rates and annual charges	3,310	3,140	3,653	4,173	4,699
Full time equivalent positions (FTE)	91.9	91.8			

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Parks and recreation



Supporting CSP Goals:

G5	G8	G11
G12	G20	G22

Service information

This service manages and maintains recreational open space including playgrounds, sportsfields, rockpools, skate facilities, sports courts, public golf courses, commercial centres and town villages, dog off-leash areas, gardens and parks including Manly Warringah War Memorial (Manly Dam) and Narrabeen Lagoon state parks. Tree management and lifeguards are also included in this service.

Responsible business units

Parks and Recreation
Property
Capital Projects

Ongoing services and programs:

- G12** Manage open space and coordinate bookings of sportsfields and facilities
- G8** Provide a professional beach lifeguard service
- G12** Manage and maintain open spaces including sportsgrounds, parks, beaches, rockpools, commercial centres and town villages
- G12** Plan and renew open space assets such as playgrounds, skate parks, sportsfields
- G5** Tree management (trees on public land and requests for pruning or removal of trees on private land)
- G22** Administer the Sports and Recreation Infrastructure grants program
- G12** Develop strategies, policies and plans for sports, recreation and open space, including plans of management and masterplans

Operational

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G12 G20	Facilitate implementation of the Open Space and Recreation Strategy and Action Plan EM Parks and Recreation	•	•	•	•
G12 G20	Development of the Indoor Sport and Recreation Strategic Plan EM Parks and Recreation	•	•		
G12	Implement the Sportsground Strategy EM Parks and Recreation	•	•		
G5 G11	Develop an Iconic Tree Register for trees on public land EM Parks and Recreation	•			

Capital - new

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Foreshore and building improvements					
G12	Little Manly Beach masterplan implementation	503	-	-	-
G12	Mona Vale Beach upgrade	308	-	-	-
G12	Warriewood Beach foreshore upgrades	350	-	-	-
Playground improvements					
G12	Jacka Park playground upgrade	100	-	-	-
G12	Griffith Park playground upgrade	100	-	-	-
G12	Trafalgar Park playground upgrade	-	160	-	-
G12	Ashley Parade Reserve - new playground	50	-	-	-
G12	Dee Why Beach (Michaela Howie) playground upgrade	230	-	-	-
Recreational trails					
G12 G16	Recreational trails - new and upgrades	-	-	-	500
G12 G16	McKillop Park walk	-	-	-	100
G12 G16	Manly Dam boardwalk	1,806	-	-	-
G12 G16	Manly Dam mountain bike trail upgrade	50	1,000	-	-

Capital - new

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Reserves and parks improvements					
G12	Reserves - new and upgrades	-	-	-	500
G12	Freshwater Beach masterplan implementation	1,200	500	854	-
G12	Clontarf masterplan implementation	-	200	-	-
G12	Frenchs Forest Precinct park upgrades	2,162	3,704	-	-
G12	Lynne Czinner Park	1,600	-	-	-
G12	Lionel Watts fitness space	80	-	-	-
G12	Forestville War Memorial Playing Fields fitness station	60	-	-	-
G12	Beverly Job Reserve youth space	-	-	200	-
Sportsgrounds improvements					
G12	Sportsgrounds - new and upgrades	-	-	500	500
G12	Sports club capital assistance program	100	100	100	100
G12	North Manly recreation site and Warringah Golf clubhouse	-	500	-	-
Town centre and village upgrades					
G11 G15	Commercial centre upgrade program	-	-	-	1000
Total new works - Parks and recreation		8,699	6,164	1,654	2,700

Delivery Program 2022 - 2026

Capital - renewal

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Foreshore and building improvements					
G5	Foreshores renewal program	2,480	2,048	1,522	2,165
G12	Rockpool renewal program	520	646	843	863
G12	Dinghy storage	40	40	40	40
G12	Tidal pools refurbishment	470	289	487	499
G12	Clontarf Reserve tidal pool	548	-	-	-
G12	Surf Life Saving Club minor renewal works	485	781	900	1,000
G12	Surf Life Saving Club major renewal fund	-	-	1,700	1,000
Playground improvements					
G12	Playground renewal program	800	737	755	773
Recreational trails					
G12	Recreational trails renewal program	550	409	420	430
Reserves and parks improvements					
G12	Reserves renewal program	495	506	518	634
Sportsgrounds improvements					
G12	Sportsfield renewal program	1,100	602	2,130	1,607

Capital - renewal

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Town centre and village upgrades					
G11	Commercial centre renewal	300	307	600	614
Total renewal works - Parks and recreation		7,788	6,366	9,914	9,625

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Rockpools cleaned weekly during summer season and every two weeks outside of summer	98%	95%	95%	Quarterly Annually
Sportsfields mowed weekly in summer playing season and monthly in winter	96%	95%	95%	Quarterly Annually
No. trees planted on public land per year	8,706	5,000	5,000	Annually
Availability of sportsfields, out of school hours (playing hours/ week)	4,405	4,400	4,405	Annually
Workload measures				Frequency
Number of preventative actions by professional lifeguards on patrolled beaches	322,879 (A)	-	-	Quarterly Annually

A = Annually



Income and expenditure - Parks and recreation

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000		Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	2,420	2,534	2,617	2,704	2,793	Grants and contributions - capital purposes	8,521	4,868	3,704	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(26,916)	(31,496)	(34,065)	(38,794)	(39,962)
Other revenues	202	286	296	306	316	Rates and annual charges and reserves					
Grants and contributions - operating purposes	250	497	178	182	187	Rates and annual charges	35,438	36,364	37,768	38,794	39,962
Other income	-	2	3	3	3	Full time equivalent positions (FTE)	146.0	145.8			
Gains on disposal of assets	-	-	-	-	-						
Total income from continuing operations	2,871	3,320	3,094	3,194	3,298						
Expenses from continuing operations											
Employee benefits and oncosts	(12,949)	(13,414)	(13,901)	(14,406)	(14,929)						
Borrowing costs	-	-	-	-	-						
Materials and services	(14,071)	(14,417)	(14,779)	(15,182)	(15,628)						
Depreciation and amortisation	(5,866)	(6,315)	(6,523)	(6,611)	(6,775)						
Other expenses	(256)	(256)	(262)	(268)	(275)						
Internal charges	(1,412)	(1,455)	(1,487)	(1,521)	(1,557)						
Overhead allocation	(3,755)	(3,826)	(3,910)	(4,000)	(4,096)						
Total expenses from continuing operations	(38,309)	(39,684)	(40,862)	(41,988)	(43,260)						
Surplus/(deficit) from continuing operations	(35,438)	(36,364)	(37,768)	(38,794)	(39,962)						

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Delivering on community priorities: Economic

Community outcome:

Vibrant local economy

Our community aspires to create a thriving and vibrant local economy where traditional and new industries are supported and local career, training and education opportunities are expanded.

Community outcome:

Transport, technology and connectivity

Our community aspires to be connected locally, regionally and globally through seamless transport and innovative technologies.

Services

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





\$ 18.35b

(GRP) size of local economy



32,327

Local businesses



110,270

Local jobs
(NIEIR 2020)



>\$929m

Work of road and transport
infrastructure managed



>500

Calls to the Council Business
Support Service annually



14,000

Subscribers to Beaches
Biz News emails



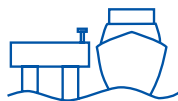
>500

Leases and licences over Council
properties managed annually



844km

of local roads



39

Public wharves managed by
Council – harbour and Pittwater



117

Public Wi-Fi access
points supported



>7,200

Pay and display parking
spaces managed



>83,000

public amenity cleaning
services annually

Economic development, events and engagement



Supporting CSP Goals:

G7	G9	G11
G13	G14	G15
G20	G21	

Service information

Supporting the vibrancy and success of our village and town centres, celebrating all facets of the community with events and festivals, and engaging our community through the provision of information.

Our local businesses are supported by a Business Concierge Service and through strong partnerships with local business chambers. We promote the Northern Beaches as an exciting visitor destination and deliver effective and engaging visitor services online and through the Manly Visitor Information Centre.

We plan and deliver community engagement online and in person, to support good governance and effective decision making on a wide range of projects. The service manages Council websites, content creation, event and service promotion, media management, and provides in-house graphic design and signage management services.

Responsible business unit

Community Engagement and Communications

Ongoing services and programs

- G9** Deliver seminars on inclusive employment practices and benefits for local businesses
- G7** Deliver major community and civic events
- G13** Enhance economic development and
- G14** tourism initiatives and projects
- G15**
- G13** Support and promote local businesses and industry and sustainable business practices
- G15** Provide place making projects,
- G11** liaison, networks, events and activities
- G20** Manage website and promotion of services, programs and events, as well as media and communications
- G21** Community engagement services

Operational

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G15	Implement the Northern Beaches Destination Management Plan EM Community Engagement and Communications	•	•	•	•
G13	Develop and implement an economic				
G14	development strategy	•	•	•	•
G15	EM Community Engagement and Communications				

Capital - new

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Town and village centre activations					
G12	Avalon Place Plan implementation	-	1,679	800	-
Total new works - Economic development, events and engagement		-	1,679	800	-

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
High level projects have a completed Community Engagement Plan and Report (levels 1-3)	100%	100%	100%	Quarterly
Average no. of website visits per month	333,772	-*	330,000	Quarterly
Decisions on all Council project engagements are communicated to the community within 30 days	100%	85%	85%	Quarterly Annually
Satisfaction with Council's key community events	83%	80%	80%	Annually
Satisfaction with Council's business events	93%	80%	80%	Annually

* new performance measure (did not have a target in 2021/22)

Income and expenditure - Economic development, events and engagement

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations					
User charges and fees	426	357	368	380	393
Investment fees and revenues	-	-	-	-	-
Other revenues	434	552	571	589	609
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	860	909	939	970	1,002
Expenses from continuing operations					
Employee benefits and oncosts	(5,555)	(5,686)	(5,893)	(6,106)	(6,328)
Borrowing costs	-	-	-	-	-
Materials and services	(3,498)	(3,500)	(3,577)	(3,659)	(3,747)
Depreciation and amortisation	(103)	(72)	(76)	(77)	(80)
Other expenses	(331)	(609)	(622)	(636)	(651)
Internal charges	(201)	(190)	(194)	(199)	(204)
Overhead allocation	(1,224)	(1,247)	(1,275)	(1,304)	(1,335)
Total expenses from continuing operations	(10,911)	(11,304)	(11,636)	(11,982)	(12,345)
Surplus/(deficit) from continuing operations	(10,051)	(10,395)	(10,697)	(11,012)	(11,343)

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(10,051)	(10,395)	(10,697)	(11,012)	(11,343)
Rates and annual charges and reserves					
Rates and annual charges	10,051	10,395	10,697	11,012	11,343
Full time equivalent positions (FTE)	45.9	43.5			

* Original 2021/22 budget has been updated to meet the classification of accounts in accordance with the changes to the Local Government Code of Accounting Practice and Financial Reporting

Transport, traffic and active travel



Supporting CSP Goals:

G16

G17

G22

Service information

This service manages and maintains Council's local road network, including footpaths, kerbs and gutters, bus shelters, guard rails, bridges, pedestrian bridges, causeways, retaining walls, pedestrian crossings, roundabouts and bike paths. We also manage Council car parks and parking stations, wharves, boat ramps and tidal pools. Road safety and the Hop, Skip Jump community bus are also provided within this service.

Responsible business units

Transport and Civil Infrastructure
Parks and Recreation
Capital Projects
Property

Ongoing services and programs

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

Operational

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G16 G17 G22	Develop transport plans to support the Transport Strategy – Parking, Public Transport, and Freight <i>EM Transport and Civil Infrastructure</i>	•	•		
G16 G17 G22	Implement transport plans which support the Transport Strategy – Parking, Bike, Road Safety, Public Transport and Freight <i>EM Transport and Civil Infrastructure</i>	•	•	•	•
G17	Implement the Walking Plan and Pedestrian Access and Mobility Plans <i>EM Transport and Civil Infrastructure</i>	•	•	•	•
G17	Plan smart parking infrastructure across the Northern Beaches <i>EM Transport and Civil Infrastructure</i>	•	•	•	•
G16 G17	Undertake a review of the community transport service <i>EM Transport and Civil Infrastructure</i>		•		



Capital - new

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Active travel – cycleways and footpaths					
G16	New footpaths	2,636	1,000	1,000	500
G16	Connecting Communities - footpaths programs	838	-	-	-
G16	Connecting Communities - cycleways program	5,247	-	-	-
G16	Fern Creek bridge and shared paths	679	-	-	-
G17	Queenscliff Headland access ramp	253	-	-	-
G16 G17	Dee Why Beach secure bike storage	65	-	-	-
Road and related infrastructure upgrades					
G17	New traffic facilities	700	500	500	1,000
G17	Scotland Island road and drainage improvements	150	153	157	161
G17	Warriewood Valley - traffic and transport infrastructure	500	3,200	500	500
G17	Kerb and gutter - new works	483	300	300	-
G17	Narrabeen Lagoon pedestrian and cycle bridge	1,000	-	-	-
Wharf upgrades					
G17	Church Point commuter wharf expansion	272	-	-	-
Total new works - Transport, traffic and active travel		12,822	5,153	2,457	2,161

Capital - renewal

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Active travel – cycleways and footpaths					
G16	Footpath renewal works	1,480	1,458	1,548	1,585
Car parks and parking stations					
G16	Car park renewal works	751	740	786	805
G16	Multi storey car park renewal works	80	100	100	100
Plant and fleet					
G16	Major plant renewal	1,615	1,199	1,814	3,700
G16	Light fleet renewal	2,502	2,919	3,326	4,223
Road and related infrastructure upgrades					
G16	Bus stop renewal works	90	89	94	96
G16	Kerb and gutter renewal works	1,503	1,480	1,571	1,609
G16	Retaining wall renewal works	745	1,105	1,130	1,157
G16	Road resheeting program	7,607	8,235	8,482	8,640
G16	Bridge renewal works	924	-	-	-
Wharf upgrades					
G16	Wharves works program	1,205	1,047	1,260	1,290
Total renewal works - Transport, traffic and active travel		18,502	18,373	20,110	23,205

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Length of active travel assets renewals completed (m) - footpaths, shared path and bike paths	-	-*	10km	Quarterly
No. community road safety events/ sessions held	-	-*	10km	Quarterly Annually
Length of road pavement resheeted to address pavement condition (km)	-	-*	10km	Quarterly Annually
Condition of local roads (average pavement condition: % rated very good to satisfactory)	94%	90%	90%	Annually
Growth in active travel network - new works (m) - footpaths, shared path and bike paths	-	-*	10km	Annually

* new performance measure (did not have a target in 2021/22)

A = Annually, Q = Quarterly



Income and expenditure - Transport, traffic and active travel

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000		Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	17,776	17,497	17,380	17,275	17,184	Grants and contributions - capital purposes	17,471	9,363	1,877	1,877	1,877
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from continuing operations including capital grants and contributions	5,681	(6,027)	(15,044)	(15,987)	(17,094)
Other revenues	882	952	984	1,016	1,050	Rates and annual charges and reserves					
Grants and contributions - operating purposes	4,105	4,142	4,233	4,330	4,434	Rates and annual charges	11,790	15,390	16,921	17,864	18,972
Other income	10	10	10	10	11	Full time equivalent positions (FTE)	127.9	128.4	-	-	-
Gains on disposal of assets	608	457	160	192	273						
Total income from continuing operations	23,381	23,059	22,766	22,824	22,952						
Expenses from continuing operations											
Employee benefits and oncosts	(11,982)	(13,270)	(13,752)	(14,251)	(14,769)						
Borrowing costs	-	-	-	-	-						
Materials and services	(13,495)	(14,040)	(14,390)	(14,780)	(15,212)						
Depreciation and amortisation	(14,171)	(15,485)	(15,987)	(16,201)	(16,596)						
Other expenses	-	-	-	-	-						
Loss on disposal of assets	-	-	-	-	-						
Share of interest in joint ventures	-	-	-	-	-						
Internal charges	8,146	8,085	8,263	8,453	8,656						
Overhead allocation	(3,669)	(3,739)	(3,821)	(3,909)	(4,003)						
Total expenses from continuing operations	(35,171)	(38,449)	(39,688)	(40,688)	(41,924)						
Surplus/(deficit) from continuing operations	(11,790)	(15,390)	(16,921)	(17,864)	(18,972)						

* Original 2021/22 budget has been updated to meet the classification of accounts in accordance with the changes to the Local Government Code of Accounting Practice and Financial Reporting

Property and facilities



Supporting CSP Goals:

G2	G5	G6
G8	G9	G11
G12	G15	G19
G20	G22	

Service information

This service maintains Council's community and civic buildings, including surf clubs, aquatic centres, library buildings, community centres, arts venues, Council offices, public toilets, holiday accommodation facilities at Sydney Lakeside Holiday Park and Currawong, and Council's two cemeteries. We also manage leases and licences of public land including outdoor dining.

Responsible business units

Property
Recreation Business

Ongoing services and programs

- G12** Operate Manly Andrew 'Boy' Charlton Aquatic Centre and Warringah Aquatic Centre
- G11** Manage facilities within villages
- G12** and town centres, including public facilities, surf life saving club buildings, community centres and public amenities
- G12** Plan, design and deliver new Council
- G22** buildings and community facilities
- G11** Maintain, operate, and clean Council
- G12** buildings and public amenities
- G15** Oversee Sydney Lakeside Holiday Park and Currawong holiday accommodation
- G15** Manage and monitor outdoor dining
- G11**
- G19** Manage leases and licences of Council property
- G19** Manage and maintain cemeteries
- G19** Manage Council land register

Operational

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G12 G15	Currawong Cottages and surrounds – refurbishment, modernisation and environmental works EM Property	•	•		
G12	Deliver the new Warriewood Valley Community Centre EM Property	•	•		
G19	Implement the Northern Beaches Property Management Framework and associated actions EM Property	•	•	•	•
G12	Focused improvement of Surf Life Saving Club facilities EM Property	•	•	•	•
G9 G12	Implement priority accessibility improvements to property assets EM Property	•	•	•	•
G11 G12	Continue to improve the provision and cleanliness of public amenities EM Property	•	•	•	•

Capital - new

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Cemetery works					
G20	Manly Cemetery columbarium	300	-	-	-
Civic building and compliance works					
G12	Currawong Cottages new cottages, games room and amenities	1,149	-	-	-
Emergency buildings program					
G8	Duffys Forest Rural Fire Station	1,000	-	-	-
G8	Marine Rescue Broken Bay building	150	-	-	-
Public amenities improvements					
G12	West Esplanade accessible amenity	-	20	-	-
G12	Porters Reserve clubhouse changespace	400	-	-	-
Total new works - Active travel – Property and facilities		2,999	20	-	-

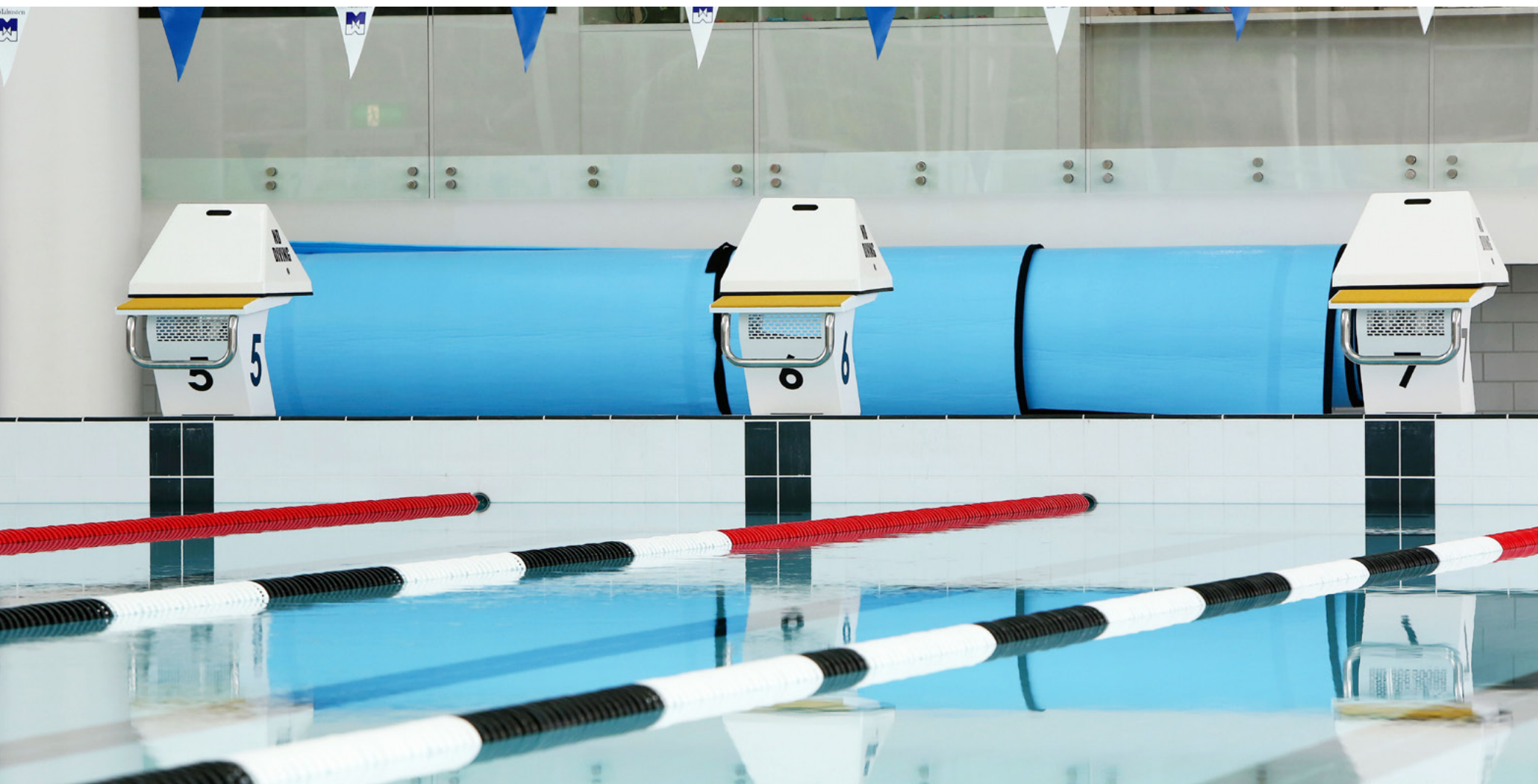
Capital - renewal

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Aquatic centre improvements					
G12	Warringah Aquatic Centre renewal works	145	90	160	171
G12	Manly Aquatic Centre renewal works	170	135	166	216
Cemetery works					
G20	Mona Vale Cemetery works program	150	150	150	150
Civic building and compliance works					
G5 G6	Operational buildings works program	440	550	500	500
G5 G12	Sport buildings works program	1,450	1,194	1,238	1,325
G5 G12	Beach buildings works program	300	302	305	407
G5 G9	Disability access compliance works (DDA)	200	150	150	215
G5 G9 G12	Building Code of Australia compliance works (BCA)	150	201	202	254
G5 G12	Sydney Lakeside Holiday Park renewal works	250	400	300	300
G5 G12	Pittwater Golf Driving Range renewal works	90	150	150	150
G5 G6	Cromer Depot improvement plan works	150	153	150	-
Emergency buildings program					
G2 G8	Emergency buildings works program	130	150	150	150
Public amenities improvements					
G8 G12	Public amenities works program	1,556	907	1,159	1,410
Total renewal works - Property and facilities		5,181	4,533	4,780	5,247

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Availability of Council buildings: % available for use by the community (not programmed for maintenance/ upgrade)	99%	100%	100%	Quarterly Annually
Total visitation to swim centres (Manly & Warringah aquatic centres)	186,396 (Q1)	184,300 (Q1)	184,300 (Q1)	Quarterly Annually
	217,152 (Q2)	231,800 (Q2)	231,800 (Q2)	
	256,001 (Q3)	251,750 (Q3)	251,750 (Q3)	
	237,519 (Q4)	174,900 (Q4)	174,900 (Q4)	
		842,840 (A)	842,840 (A)	
Learn to Swim attendance (Manly & Warringah aquatic centres)	111,846	90,400	90,400	Annually

A = Annually, Q = Quarterly



Income and expenditure - Property and facilities

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000		Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	17,731	18,396	19,003	19,630	20,278	Grants and contributions - capital purposes	1,403	2,546	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(14,937)	(12,431)	(15,279)	(15,560)	(15,978)
Other revenues	1,236	4,062	4,196	4,334	4,477	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	16,805	15,206	15,512	15,799	16,223
Other income	11,577	9,559	9,769	9,994	10,234	Trf to Mona Vale Cemetery Reserve	(465)	(229)	(234)	(239)	(245)
Gains on disposal of assets	(859)	-	-	-	-	Full time equivalent positions (FTE)	90.2	90.5			
Total income from continuing operations	29,685	32,017	32,968	33,958	34,989						
Expenses from continuing operations											
Employee benefits and oncosts	(11,742)	(12,232)	(12,676)	(13,136)	(13,613)						
Borrowing costs	-	-	-	-	-						
Materials and services	(21,452)	(21,829)	(22,251)	(22,823)	(23,449)						
Depreciation and amortisation	(7,613)	(7,613)	(7,882)	(7,997)	(8,210)						
Other expenses	(133)	(228)	(233)	(238)	(244)						
Loss on disposal of assets	-	-	-	-	-						
Share of interest in joint ventures	-	-	-	-	-						
Internal charges	(401)	(319)	(326)	(333)	(341)						
Overhead allocation	(4,685)	(4,774)	(4,879)	(4,991)	(5,111)						
Total expenses from continuing operations	(46,025)	(46,994)	(48,247)	(49,519)	(50,967)						
Surplus/(deficit) from continuing operations	(16,340)	(14,977)	(15,279)	(15,560)	(15,978)						

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Delivering on community priorities: Civic

Community outcome:

Good governance

Our community aspires to have a Council that is trusted, respected and responsive to the needs of the Northern Beaches community.

Community outcome:

Partnerships and participation

Our community aspires to achieve better outcomes through genuine engagement and collaboration

Services

- Customer service
- Governance and assurance services
- Corporate support services





15

Local Councillors



21,000

Community engagement register



115,000

Visits to Yoursay



7

People on the Audit and Risk Committee



11

ordinary Council meetings annually



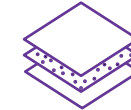
4

Budget reviews annually



5

Audit and Risk Committee meetings annually



>1,500

Layers of data on our spatial information platform



>60,000

Records enquiries and actions from incoming correspondence annually



60,000

Supplier invoices processed annually



63

Average number of major contracts over \$150k managed



>70

Government Information (Public access) Act applications annually

Customer service



Supporting CSP Goals:

G20

Service information

Customer Service is a one stop shop for Council information, providing a friendly and professional service for management of customer requests and transactions. Everyone is welcome at our customer service centres and our phones are staffed 24 hours a day, seven days a week.

Responsible business unit

Customer Service

Ongoing services and programs

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

Operational

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G20	Develop and implement a consistent feedback approach across all customer contact channels EM Customer Service	•	•	•	•
G20	Enhance the customer experience across the organisation EM Customer Service	•	•	•	•
G20	Improve and review the customer portal to enhance accessibility EM Customer Service	•	•	•	•

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Customer requests conducted online	39%	30%	30%	Quarterly
Calls answered within 30 seconds	64%	80%	80%	Quarterly
Telephone enquiries resolved on first call	78%	75%	75%	Annually
Satisfaction with customer service calls	97%	85%	85%	Annually
Satisfaction with customer online requests (on lodgement)	89%	80%	80%	Annually
Workload measures				Frequency
No. calls to Customer Service 1300 434 434	42,596 (Av.)	-	-	Quarterly
No. enquiries received at counters and by mail, email and online requests	25,932 (Av.)	-	-	Quarterly

(Av.) = Average



Income and expenditure - Customer service

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations					
User charges and fees	4	4	4	4	4
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	4	4	4	4	4
Expenses from continuing operations					
Employee benefits and oncosts	(3,763)	(4,296)	(4,452)	(4,613)	(4,781)
Borrowing costs	-	-	-	-	-
Materials and services	(196)	(192)	(196)	(200)	(205)
Depreciation and amortisation	(95)	(67)	(70)	(72)	(75)
Other expenses	-	-	-	-	-
Internal charges	723	746	763	780	799
Overhead allocation	(578)	(589)	(602)	(616)	(631)
Total expenses from continuing operations	(3,909)	(4,397)	(4,557)	(4,721)	(4,892)
Surplus/(deficit) from continuing operations	(3,905)	(4,393)	(4,553)	(4,717)	(4,888)

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(3,905)	(4,393)	(4,553)	(4,717)	(4,888)
Rates and annual charges and reserves					
Rates and annual charges	3,905	4,393	4,553	4,717	4,888
Full time equivalent positions (FTE)	39.9	43.8			

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Governance and assurance services



Supporting CSP Goals:

G19 G20

Service information

This service provides secretariat and high-level administrative functions, insurance claims management, and advisory services to Council, associated sub committees and the Audit, Risk and Improvement Committee. We deliver the internal audit program and manage complaints about staff behaviour and Council processes. Included in this service is the Office of the General Counsel, which provides in-house legal services.

Responsible business units

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

Ongoing services and programs

- G19** Corporate governance, Council meetings and reports and administrative support to Councillors
- G19** Maintain registers on delegations, policies, disclosures of interest and community committees
- G19** Enterprise risk management, compliance program
- G19** Manage business continuity planning
- G19** Provide corporate legal services
- G19** Provide internal audit services
- G19** Manage complaints and
G20 investigations
- G19** Provide organisational code of
G20 conduct training
- G19** Secretariat services to Council's Audit, Risk and Improvement Committee and sub committees of Council
- G19** Provide probity and corruption risk management advice and assistance to staff
- G19** Insurance claims management and insurance program

Operational

CSP	Projects	2022/23	2023/24	2024/25	2025/26
G19	Deliver the internal audit program in line with the Internal Audit Strategic Plan <i>EM Internal Audit and Complaints Resolution</i>	•	•	•	•
G19 G20	Deliver an effective complaints management and resolution framework <i>EM Internal Audit and Complaints Resolution</i>	•	•	•	•
G19 G20	Provide organisational and targeted corruption risk management training <i>EM Internal Audit and Complaints Resolution</i>	•	•	•	•
G19	Support the local government election <i>EM Governance and Risk</i>			•	
G19	Coordinate induction of the newly elected Council <i>EM Governance and Risk</i>			•	

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Council meeting minutes finalised and published within three working days of meetings	100%	100%	100%	Quarterly
Enterprise risk registers reviewed and current	100%	100%	100%	Quarterly Annually
Internal audits undertaken in line with Strategic Internal Audit Plan	80%	80%	80%	Quarterly Annually
Compliance with Governance Framework to meet Governance statutory requirements	100%	100%	100%	Annually
Workload measures				Frequency
Number of complaints	342	-	-	Annually
Number of compliments	295	-	-	Annually

Income and expenditure - Governance and assurance services

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000		Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	-	-	-	-	-	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(13,351)	(11,845)	(12,162)	(14,050)	(12,883)
Other revenues	-	-	-	-	-	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	13,351	11,845	12,162	14,050	12,883
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	28.6	28.6			
Gains on disposal of assets	-	-	-	-	-						
Total income from continuing operations	-	-	-	-	-						
Expenses from continuing operations											
Employee benefits and oncosts	(3,730)	(3,865)	(4,005)	(4,151)	(4,301)						
Borrowing costs	-	-	-	-	-						
Materials and services	(8,475)	(6,823)	(6,973)	(8,688)	(7,342)						
Depreciation and amortisation	(38)	(27)	(28)	(28)	(30)						
Other expenses	-	-	-	-	-						
Internal charges	23	22	22	23	23						
Overhead allocation	(1,131)	(1,153)	(1,178)	(1,205)	(1,234)						
Total expenses from continuing operations	(13,351)	(11,845)	(12,162)	(14,050)	(12,883)						
Surplus/(deficit) from continuing operations	(13,351)	(11,845)	(12,162)	(14,050)	(12,883)						

* Original 2021/22 budget has been updated to meet the classification of accounts in accordance with the changes to the Local Government Code of Accounting Practice and Financial Reporting

Corporate support services



Supporting CSP Goals:

G5	G18	G19
G20	G21	G22

Service information

Corporate support services are those that work in the background to support the rest of the business with effective and efficient service delivery. Functions include integrated planning and reporting, financial and workforce planning, performance management, organisational improvement and management of the service review program.

Responsible business units

Finance
 Financial Planning and Systems
 Capital Projects
 Human Resources
 Information and Digital Technology
 Strategy and Performance

Ongoing services and programs

- G19** Financial management, accounting and transactional processing, business support, levying and collection
- G19** Procurement and contract management services for the organisation
- G22** Administer grants that are secured by Council
- G19** Deliver corporate planning, reporting and strategies
- G20** Manage organisational performance and implementation of the continuous improvement program
- G20** Embed the project management framework
- G5** Plan and manage the capital works program
- G19** Provide public infrastructure for CCTV, public Wi-Fi, and webstreaming Council meetings
- G20** Manage human resources and workforce planning, welfare and safety
- G20** Manage information, digital technology, records and spatial information
- G18** Provide public infrastructure for CCTV, public Wi-Fi, and webstreaming Council meetings

Operational

CSP	Projects	2022/23	2023/24	2024/25	2025/26	CSP	Projects	2022/23	2023/24	2024/25	2025/26
G19 G21	Review the Community Strategic Plan <i>EM Strategy and Performance</i>			•		G19 G21	Develop the Delivery Program and annual Operational Plan <i>EM Strategy and Performance</i>	•	•	•	•
G19	Review the Long-Term Financial Plan and explore financially sustainable options to support the Community Strategic Plan <i>EM Financial Planning and Systems</i>	•	•	•	•	G19	Present Council's quarterly Budget Review Statement, Annual Report and Financial Statements <i>EM Strategy and Performance</i> <i>EM Financial Planning and Systems</i>	•	•	•	•
G19	Review the Asset Management Strategy and Plan <i>EM Transport and Civil Infrastructure</i>			•		G19 G20	Implement the Service Review Program <i>EM Strategy and Performance</i>	•	•	•	•
G19 G20	Implement the Workforce Management Strategy to attract, identify and develop high performing leadership talent for the future <i>EM Human Resources</i>	•	•	•	•	G20	Embed the Australian Business Excellence Framework into Council's management practices and service delivery <i>EM Strategy and Performance</i>	•	•	•	•
G19 G20	Implement the Workforce Management Strategy to build future workforce capacity by developing a capable, agile and resilient workforce <i>EM Human Resources</i>	•	•	•	•	G20	Measure Council's progress towards excellence under the Australian Business Excellence Framework <i>EM Strategy and Performance</i>		•		•
G19 G20	Implement the Workforce Management Strategy to integrate safety and wellbeing solutions for staff resilience <i>EM Human Resources</i>	•	•	•	•	G20	Expand the practice of continuous improvement through the implementation of key improvement projects. <i>EM Strategy and Performance</i>	•	•	•	•
G19 G20	Implement the Workforce Management Strategy to shape a desired organisational culture aligned to the customer experience <i>EM Human Resources</i>	•	•	•	•						

Capital - renewal

CSP	Projects	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
IT improvements					
G20	IT infrastructure - replacements	424	378	517	668
G20	Computers, laptops and mobile devices - replacements	1,507	1,533	1,893	1,938
Total renewal works - Corporate support		1,930	1,911	2,410	2,606

Performance measures

Performance measures	Result 2021/22	Target 2021/22	Target 2022/23	Frequency
Correspondence replied to within 10 working days	92%	90%	90%	Quarterly Annually
Operational projects on schedule	84%	80%	80%	Quarterly Annually
Capital projects on schedule	86%	80%	80%	Quarterly Annually
Quarterly, Annual and Statutory Reports submitted to Council on time	100%	100%	100%	Quarterly Annually
Voluntary staff turnover rate	11%	< 13%	< 13%	Annually
Financial performance				
Operating performance	-7.32	> 0	> 0	Annually
Unrestricted current ratio	1.69x	> 1.5x	> 1.5x	Annually
Own source operating revenue	87%	> 60%	> 60%	Annually
Debt service cover ratio	2.8x	> 2x	> 2x	Annually
Rates and annual charges outstanding	3.9%	< 5%	< 5%	Annually
Cash expenses cover ratio (months)	5.2	> 3	> 3	Annually
Building and infrastructure renewal ratio	117%	> 100%	> 100%	Annually
Workload measures				Frequency
No. service review actions implemented	-	-	-	Quarterly Annually

Income and expenditure - Corporate support services

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations					
User charges and fees	451	468	483	499	516
Investment fees and revenues	898	1,928	2,236	3,039	3,732
Other revenues	382	558	577	596	616
Grants and contributions - operating purposes	6,006	6,059	6,192	6,335	6,487
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	7,738	9,014	9,489	10,469	11,350
Expenses from continuing operations					
Employee benefits and oncosts	(21,642)	(24,702)	(25,524)	(26,370)	(27,241)
Borrowing costs	(864)	(643)	(424)	(264)	(207)
Materials and services	(13,526)	(16,084)	(16,438)	(16,816)	(17,219)
Depreciation and amortisation	(933)	(628)	(661)	(835)	(973)
Other expenses	(2)	(9)	(9)	(9)	(10)
Internal charges	527	538	550	562	576
Overhead allocation	24,888	25,361	25,919	26,515	27,151
Total expenses from continuing operations	(11,552)	(16,167)	(16,587)	(17,218)	(17,924)
Surplus/(deficit) from continuing operations	(3,814)	(7,153)	(7,099)	(6,748)	(6,574)

	Original* 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	6,123	6,952	6,969	7,202	8,888
Surplus/(deficit) from operations including capital grants and contributions	2,309	(201)	(130)	454	2,314
Rates and annual charges and reserves					
Rates and annual charges	10,623	13,695	12,787	10,805	12,469
Tfr (to)/from developer contributions reserves	(6,251)	(7,114)	(7,555)	(8,059)	(8,620)
Full time equivalent positions (FTE)	190.1	192.1			

* Original 2021/22 budget has been updated to meet the classification of accounts in accordance with the changes to the Local Government Code of Accounting Practice and Financial Reporting

Service reviews

Our service review program provides an opportunity to identify and recommend service improvements and changes, new service opportunities or to discontinue a service based on a systematic analysis of the service's inputs, outputs, and community expectations.

Why review our services?

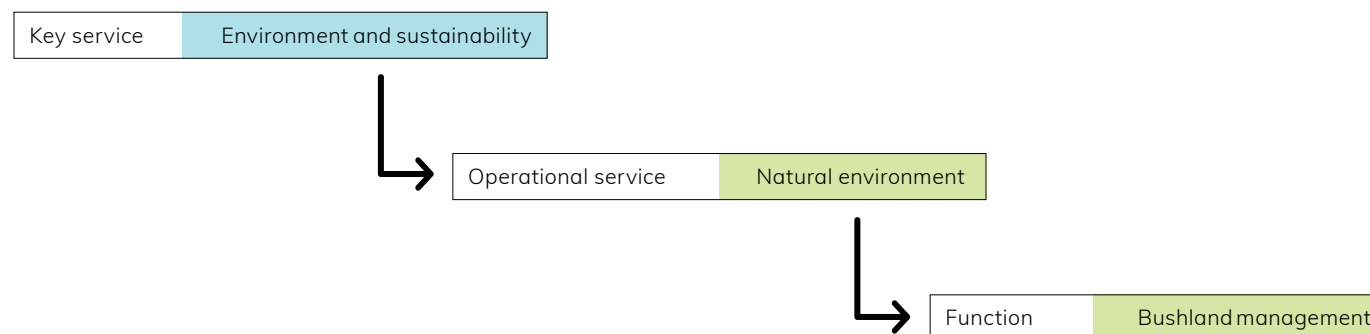
Councils are required to undertake service reviews as part of ensuring that we meet changing community needs and expectations. Section 8A of the Local Government Act, 1993 (Guiding principles for councils), outlines that councils are to provide leadership, plan strategically and provide services at the best possible value that cater to the diverse local community needs and interests. Further to this, the Guidelines for Local Government in NSW, published by the Office of Local Government in September 2021 require councils to:

- “identify areas of service that the council will review during its term including how the council will engage with the community and other stakeholders...” (Essential Element 4.3)
- “specify within the annual Operational Plan each review to be undertaken...” (Essential Element 4.17)
- “include in the annual report information about how the council has progressed on the delivery of the service reviews...” (Essential Element 5.3).

Our current service structure

We provide a broad range of services that support the community and protect our extraordinary natural environment. Council's service structure is based on the 16 key services detailed in the Delivery Program. These 16 key services areas are underpinned by 57 operational services and over 200 related functions. Council's ongoing review of its services will be undertaken on both an operational service and functional level.

Service relationships (example)





Our ongoing service review initiatives

In June 2020, Council adopted a Service Review Framework and began a significant program to review all of our 57 operational services. Resulting from this program of reviews were strategic recommendations for Councillor's consideration and management actions for staff implementation in line with prevailing budget considerations. The longer-term strategic options require further Councillor analysis and consultation prior to finalisation.

In implementing our Service Review Framework, we foreshadowed and have exceeded the new requirements of the Integrated Planning and Reporting (IP&R) Framework. The IP&R Framework simply requires us to identify a number of services to be reviewed each year. Instead, we have reviewed all of our operational services at the same time to form a holistic view of our operations and have identified opportunities that have already resulted in improvements to our service delivery to the community.

In addition to our service delivery improvements, we have also developed a bespoke pilot benchmarking program that aims to compare operational measures with other like-minded councils and drill down into identified service and functional areas. It is anticipated that the following areas of Council will be further reviewed:

- bushland management
- domestic waste collection, recycling, and disposal service
- customer service
- environmental health (food inspections and pollution investigations).

Community engagement on the service reviews

When planning for community engagement for service and functional reviews, Council will determine the most appropriate level of participation depending on the nature and complexity of the issue. Council will utilise its Community Engagement Framework to support the development of flexible, tailored approaches based on the potential impact of the service review, the appropriate level of community participation and the needs of the community. Engagement may include face to face consultation, engagement with community groups, online methods, pop up stalls and written correspondence and submissions.

An aerial photograph of a marina. The water is a deep blue, and numerous sailboats of various sizes are scattered throughout. In the upper right, a shoreline is densely packed with green trees and several small buildings, likely a marina office or clubhouse. A long pier extends from the shore into the water. A speedboat is visible in the lower right, leaving a white wake. The overall scene is bright and clear, suggesting a sunny day.

Budget 2022/23



Overview

The 2022/23 budget projects a total expenditure of \$443 million, including a capital works program of \$85 million.

The budget includes \$44 million in asset renewal expenditure to improve the overall condition of our assets and a further \$41 million in delivering high priority new assets to the community. It shows that our financial position is sound, with a projected Operating Surplus before Capital Grants and Contributions of \$9 million, a further \$5 million in loans repaid and a balanced budget position.

Following significant events in recent years including storms, bushfire threats and the COVID-19 pandemic, restoration of working capital funds is a priority over the four years of the Delivery Program along with continuing to repay loans taken out by the former Councils. Strengthening of working capital will ensure Council maintains sufficient funding for unexpected events and future opportunities.

Council is anticipated to achieve the Office of Local Government financial and asset performance benchmarks in 2022/23 and the following three years of the Delivery Program.

Maintaining anticipated rates income

This budget relies on maintaining the level of rates income anticipated in the 2021-2025 Delivery Program for the 2022/23 financial year. The 'Statement of Revenue Policy' outlines the process to apply to IPART for approval to maintain Council's forecast rate increase of 2.4% and the planned expenditure program for these funds. Maintaining rates at this level is essential in providing sufficient funding each year for the renewal of community infrastructure assets.

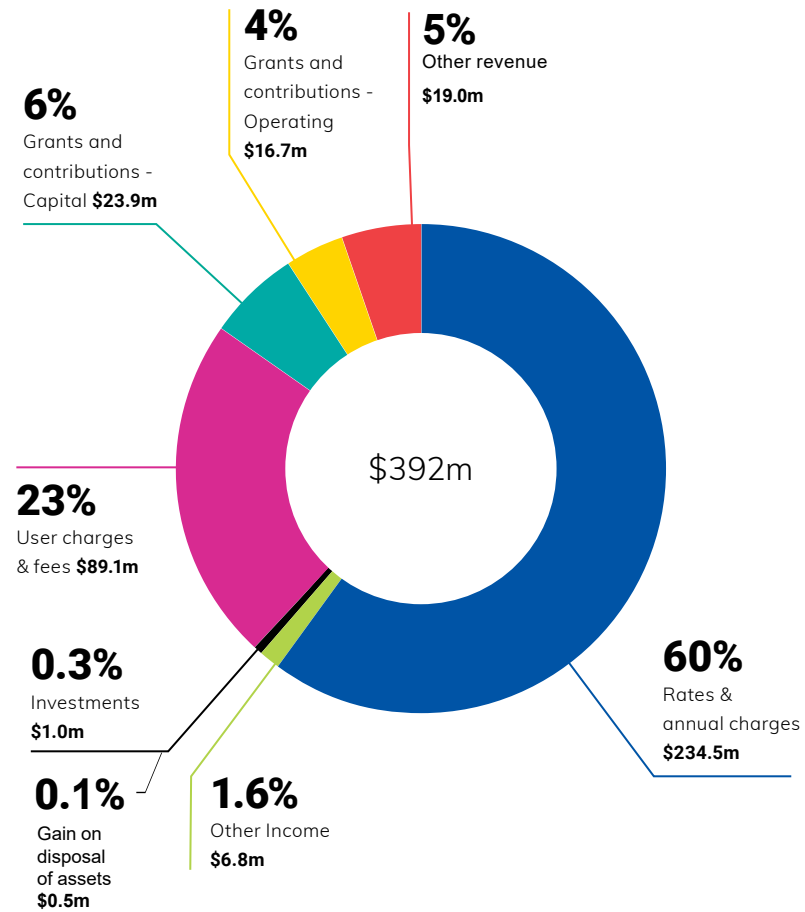
Definition of funding sources

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

Income statement budget 2022/23

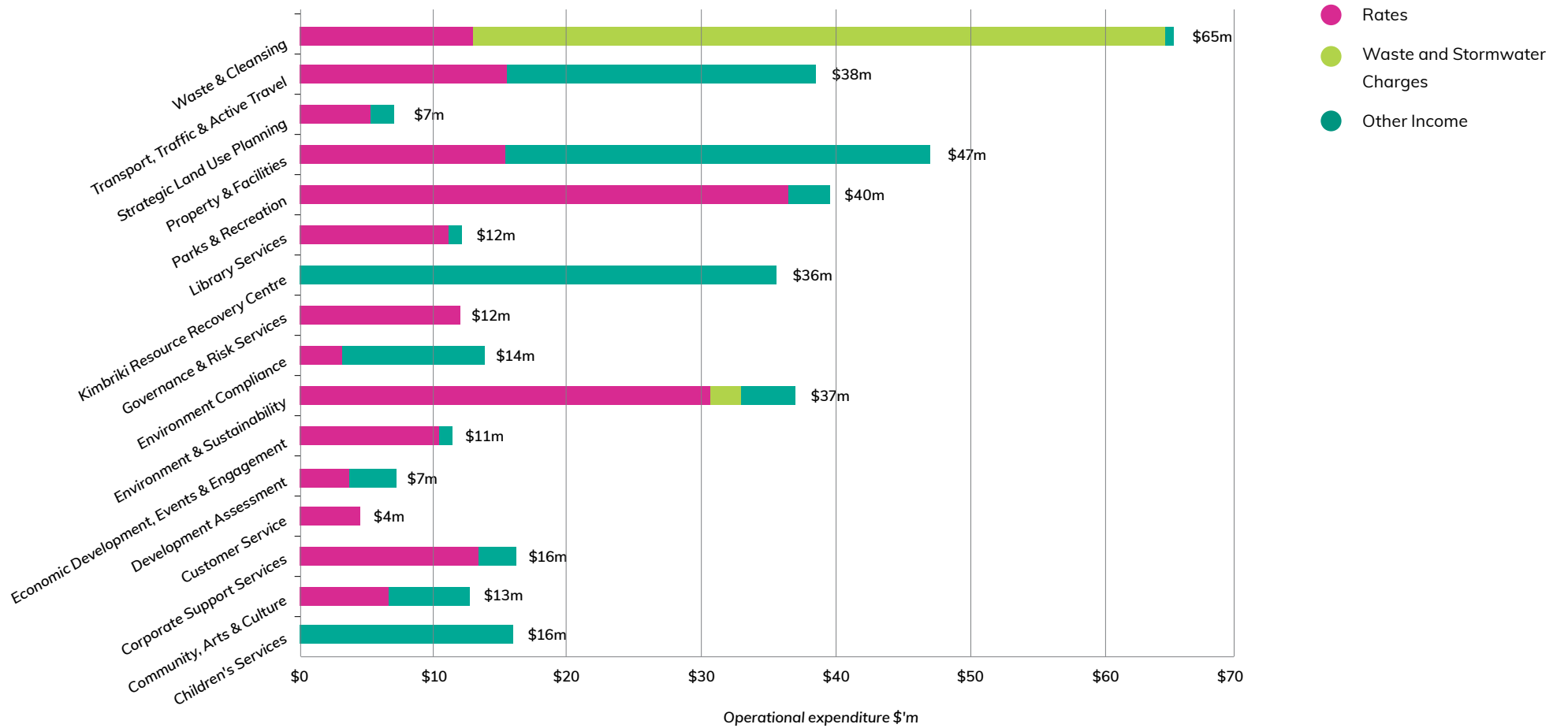
Budget 2022/23	\$'000	Budget 2022/23	\$'000
Income from continuing operations		Expenses from continuing operations	
Rates and annual charges	234,527	Employee benefits and oncosts	147,610
User charges and fees	89,113	Materials and services	144,180
Other revenue	18,975	Borrowing costs	2,207
Grants and contributions - Operating purposes	16,734	Depreciation and amortisation	46,766
Grants and contributions - Capital purposes	23,891	Other expenses	17,460
Interest and investment income	1,034	Total expenses from continuing operations	358,223
Other income	6,821	Net operating result for the year - Surplus / (Deficit)	33,329
Gain / (loss) on disposal of assets	457	Net operating result attributable to non-controlling interests	101
Total income from continuing operations	391,553	Net operating result for the year before grants and contributions provided for capital purposes - Surplus / (Deficit)	9,438

Funding summary

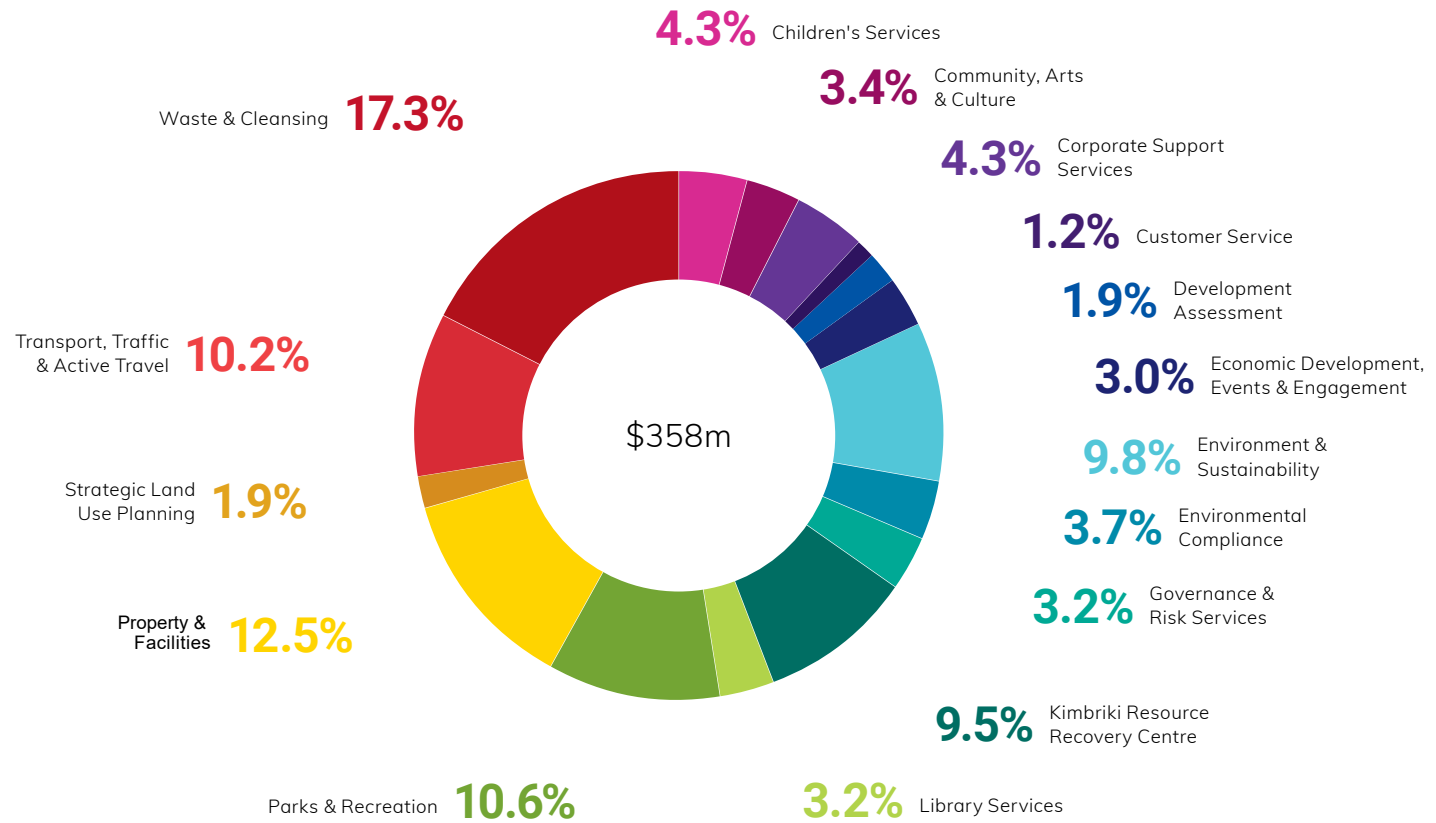


Numbers presented may not sum precisely to the totals provided and percentages may not precisely reflect the absolute figures due to rounding.

Funding summary by service 2022/23



Operational expenditure by service 2022/23



Statement of revenue policy

Rating structure

Council's rating structure is based on ad valorem rates with minimums applying where applicable.

Council's budget relies on maintaining the level of rates income anticipated in the 2021-25 Delivery Program for the 2022/23 financial year.

Council's forecast rate peg was 2.4%. The Independent Pricing and Regulatory Tribunal (IPART) recently announced a significantly lower 2022/23 rate peg of 0.7%.

In acknowledgement that such a low rate peg may result in difficulty meeting councils' obligations, the Office of Local Government announced an 'Additional Special Variation (ASV)'. The ASV is a one off process for the 2022/23 financial year and provides Council with a mechanism to maintain its expected level of rating income and expenditure program. IPART are responsible for approving ASV applications.

Council's rating structure and rating income for 2022/23 has been prepared based on an approval to proceed with an ASV, which results in a permanent increase in general income from rates of 2.4% in the 2022/23 financial year.

An increase allowed by IPART relates to general income in total and not to an individual ratepayer's rates. Rates for individual ratepayers may vary by more or less than this percentage.

The ad valorem rate, the minimum rate and anticipated revenue for residential, business and business sub-categories, is set out in the following pages of this document.

Additional special variation

Maintaining anticipated 2022/23 rating income

In March 2022 the Office of Local Government released 'Guidelines for Additional Special Variation (ASV) Process for 2022-23'. The ASV is a one-off process made available to councils in acknowledgement the IPART's 0.7% rate peg is likely to result in difficulty meeting obligations in the 2022/23 financial year.

The ASV process provides Council with the opportunity to apply to IPART to maintain its anticipated rates increase of 2.4% in the 2022/23 financial year. The variation is forecast to raise an additional \$3 million above the IPART rate peg of 0.7% - maintaining the expected level of rates income to support our Delivery Program. This is a permanent variation, meaning the extra income will be retained in the Council's rate base moving forward.

Additional special variation forecast income 2022/23	
Ordinary rates - residential	\$2,488,797
Ordinary rates - business	\$500,418
Ordinary rates - farmland	\$262
Ordinary rates - total	\$2,989,477
Special rates - Manly	\$22,460
Special rates - Balgowlah	\$1,476
Special rates - total	\$23,936
Total additional rates	\$3,013,413

This budget and all tables relating to rates income are calculated on the basis of an approval to proceed with an ASV, which results in an increase in general income from rates of 2.4%.

The funds support maintaining planned infrastructure works and the rebuilding of working capital for the future. The projects contingent on this funding are listed in the following table.

Additional special variation program 2022/23	\$'000
Road Resheeting Program	1,000
Planned Stormwater Renewal Works	435
Library Books - Replacement	200
Rockpool Renewal Program	200
Scotland Island Roads and Drainage Improvements	150
Foreshores Renewal Program	145
Sportsfield Renewal Program	100
Playground Renewal Program	100
Beach Buildings Works Program	100
Sport Buildings Works Program	70
Community Buildings Works Program	57
Public Amenities Works Program	56
Building Code of Australia Compliance Works (BCA)	50
Children's Centres Works Program	15
Community Centres Minor Works Program	15
Manly Aquatic Centre Renewal Works	15
Library Buildings Works Program	10
Warringah Aquatic Centre Renewal Works	10
Total Capital Expenditure	2,728

Rating structure 2022/23

Type	Category/subcategory	Number	Ad valorem rate	Minimum \$	Rate income \$'000
Ordinary	Residential	96,038	0.160975	1,011.00	149,898
Ordinary	Business	6,515	0.443499	1,316.36	24,686
Ordinary	Business – Manly CBD	641	0.576008	1,316.36	4,048
Ordinary	Business - Warriewood Square	1	0.487849	-	127
Ordinary	Business – Warringah Mall	1	0.814801	-	896
Ordinary	Ordinary Business – strata storage unit facility	531	0.443499	629.16	334
Ordinary	Farmland	7	0.057376	973.36	16
	Total ordinary	103,734			180,005
Special	Manly business centre improvement	641	0.198406	-	1,337
Special	Balgowlah business centre improvement	83	0.123325	-	89
	Total special	724			1,426
	Total rates	104,458			181,431

* Ad valorem rate – cents charged for every \$1 of land value

This information has been prepared based on an approval to proceed with an 'Additional Special Variation for 2022/23', which results in an increase in general income from rates of 2.4%

Properties covered by the Warriewood Square business sub-category are shown in this map:



Properties covered by the Warringah Mall Regional Shopping Centre business sub-category are shown in this map:



Properties covered by the Strata Storage Unit Facility business sub-category are as follows:

- 8 Narabang Way, Belrose
- 14-18 Ethel Avenue, Brookvale
- 97 Old Pittwater Road, Brookvale
- 13 Orchard Road, Brookvale
- 3 Middleton Road, Cromer
- 69 Middleton Road, Cromer
- 4-8 Waine Street, Freshwater

Special rate:

Manly business centre improvement

This special rate is for providing ongoing and proposed capital and maintenance works, including the Manly Business Centre, The Corso and ocean beachfront. The special rate is forecast to raise \$1,336,600 during the financial year.

Properties covered by the Manly CBD Business Rate and Manly Business Centre Improvement Special Rate are shown in the map below.



Manly business centre improvement works 2022/23		\$'000
Maintenance and cleansing		
Mowing, vegetation and streetscape maintenance - Corso and reserves		112
Cleansing including high pressure paver washing, cleaning of street furniture, litter bins and beach raking and cleaning		391
Tourism, Events and Business Support		
Manly Mainstreet Place Co-ordinator, activations and workshops		174
Manly Christmas decorations		77
Manly Visitor Information Centre, Hello Manly website and Tourism and Economic Development		341
Major Manly Events - including Taste of Manly and Manly Jazz		92
Total		1,187
Projected opening balance of reserve		24
2022/23 Special rate income		1,336
2022/23 Expenditure (above)		(1,187)
Projected closing balance of reserve		173

Special rate: Balgowlah business centre improvement

This special rate is for providing ongoing and proposed capital and maintenance works, including the off-street carparks in Condamine Street. The special rate is forecast to raise \$88,931 during the financial year. These funds will be held in a restricted cash reserve and accumulated to undertake future town centre works.

Properties covered by the Balgowlah Business Centre Improvement Special Rate are shown in this map:



Balgowlah business centre improvement works 2022/23	\$'000
Projected opening balance of reserve	2
2022/23 Special rate income	89
Projected closing balance of reserve	91

Special rate:

Pittwater improvement program

In June 2011 the Independent Pricing and Regulatory Tribunal (IPART) approved the former Pittwater Council's application for a special rate variation (SRV). This resulted in an increase in rates over three years (2011-2014).

The funds support additional infrastructure works and environmental programs. A ten-year Community Contract was established to ensure accountability and transparency over the financial years 2011/12 to 2020/21.

The SRV was levied and spent based on the Community Contract's following principles:

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

The final projects under this community contract were included in the 2021/22 Budget.

Domestic Waste Management Charge

Domestic waste management services are provided to all residential properties.

Description	Number	Charge	Income \$'000
Domestic waste management service (includes 80L red, 140L blue, 140L yellow and 2x240L green lid services and 2 booked clean ups per year)	97,973	\$505.00	49,476
Availability charge	1,303	\$105.00	137
Additional 80L red lid rubbish service	10,984	\$287.00	3,152
First additional 140L blue lid recycling service	3,306	\$32.00	106
Subsequent additional 140L blue lid recycling service	147	\$108.00	16
First additional 140L yellow lid recycling service	3,305	\$32.00	106
Subsequent additional 140L yellow lid recycling service	148	\$108.00	16
Third or fourth green vegetation lid service	3,306	\$32.00	106
Clean up excessive or incorrectly presented waste	\$200.50 per hour + cost recovery on landfill disposal charges		
Clean up contaminated or excessive booked bulky goods collection in excess of the permitted 3 cubic metres	\$77.10 per excess cubic metre		
Empty contaminated bin	\$31.70 per bin		
	Total domestic waste charge income \$'000		53,115
	Cost of domestic waste service \$'000		(52,584)
	Allocation to reserve \$'000		531

Stormwater Management Services Charge

A Stormwater Management Services Charge funds a program of additional investigations and activities to improve stormwater quality, manage stormwater flows and flooding, and harvest and reuse stormwater.

It is generally levied on urban land that is categorised for rating purposes as residential or business, excluding vacant land. The applicable charges are:

Stormwater Management Services Charge

Land category / dwelling	Charge \$
Residential - single dwelling	\$25.00
Residential - strata lots	\$12.50
Business	\$25.00 per 350 square metres (or part thereof) for land categorised as business (excluding strata lots)
Business - strata lots	\$5.00 or the relevant portion of the maximum annual charge that would apply to the strata scheme, if it were a parcel of land categorised as business
Total income \$'000	2,207

The proposed expenditure in 2022/23 for this program is:

Stormwater Management Services Charge Program 2022/23	\$'000
Capital expenditure:	1,976
Network improvements	
Investigations, assessments, planning and design	
Kerb and gutter drainage improvements	
Water quality	
Freshwater Beach SQID feasibility	
Newport SQID design	
Stormwater upgrade	
Clyde Road, Dee Why drainage improvements	
Ankali Place, North Manly stormwater outlet upgrade	
Balgowlah Road, Manly drainage upgrade investigations	
Eustace Street, Manly drainage upgrades	
Nandi Avenue, Frenchs Forest drainage works design	
Flood mitigation	
Walker and Lindley Avenue, Narrabeen drainage upgrade works	
Park Street, Mona Vale flood mitigation works	
Operational expenditure:	230
Ongoing maintenance of new assets constructed	
Total	2,206

Statutory information

Rate reduction for eligible pensioners

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

Council's Pensioner Rates and Charges Concession Policy grants an additional voluntary rebate for eligible pensioners under the accepted retirement age, and certain classes of pensioners who have reached the accepted retirement age. A rebate of \$62 for waste management and \$150 on rates is available to eligible pensioners.

Works by Council on private land

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

Section 611 charges

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

Financial Hardship Policy

Council's Rates and Annual Charges Hardship Policy supports the effective and efficient collection of the rates and annual charges due to Council, while being responsive and supportive to those ratepayers who are suffering genuine financial hardship.

Interest charges on overdue rate

Interest charges on unpaid rates and charges will accrue daily at the rate set for the 2022/23 year by the NSW Government, as per Section 566 of the Local Government Act 1993. It has been determined that the maximum rate of interest payable on overdue rates and charges will be 6.0% per annum.

Schedule of fees and charges

Fees and charges encompass the following:

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

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

In determining the pricing structure, the types of services, products or commodities have been assessed in relation to current charges, GST and inflationary costs. Pricing structures provide revenue from particular services, but consider public accountability issues and community service obligations.

External borrowings

No new borrowings are proposed in 2022/23.

134 Income Statement

	Result 2019/20 \$'000	Result 2020/21 \$'000	Budget 2021/22 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Income from continuing operations								
Rates and annual charges	208,594	218,169	225,174	225,929	234,527	241,235	248,192	255,597
User charges and fees	74,512	79,105	90,481	76,598	89,113	91,358	93,695	96,126
Other revenues	17,544	14,994	15,149	16,866	18,975	19,188	19,426	19,690
Grants and contributions provided for operating purposes	20,230	19,460	17,557	23,440	16,734	16,352	17,495	16,887
Grants and contributions provided for capital purposes	35,194	26,544	45,435	50,001	23,891	12,586	9,115	10,801
Interest and investment revenue	4,300	1,430	997	964	1,034	1,297	2,102	2,796
Other Income	5,575	6,087	8,953	5,954	6,821	6,971	7,131	7,303
Net gain from the disposal of assets	6	-	-	-	457	160	192	273
Total income from continuing operations	365,955	365,789	403,746	399,752	391,553	389,147	397,347	409,473
Expenses from continuing operations								
Employee benefits and on-costs	135,555	139,118	138,607	139,925	147,610	152,894	158,364	164,026
Materials and services	146,283	150,209	141,820	145,817	144,180	147,017	152,832	153,450
Borrowing costs	2,947	2,605	2,438	2,433	2,207	1,991	1,838	1,787
Depreciation, amortisation and impairment for non-financial assets	43,546	47,406	44,919	45,842	46,766	48,380	49,226	50,610
Other expenses	18,975	24,781	19,269	21,796	17,460	17,809	18,181	18,579
Net loss from the disposal of assets	-	1,579	251	251	-	-	-	-
Total expenses from continuing operations	347,306	365,698	347,304	356,064	358,223	368,091	380,441	388,453
Operating result - Surplus / (Deficit)	18,649	91	56,442	43,688	33,329	21,056	16,907	21,019
Operating result before grants and contributions provided for capital purposes	(16,545)	(26,453)	11,007	(6,312)	9,438	8,470	7,792	10,219

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000
Rates and Annual Charges				
Ordinary Rates - Residential	139,493	143,275	146,573	150,126
Ordinary Rates - Farmland	15	15	15	16
Ordinary Rates - Business	26,893	27,785	28,404	29,245
Pensioner Rebates	(2,052)	(2,033)	(1,941)	(1,885)
Pensioner Rate Subsidies Received	1,048	1,034	1,000	965
Pensioner Annual Charges Subsidies Received	321	333	354	343
Special Rates - Business	1,311	1,307	1,408	1,425
Domestic Waste Management Services	41,385	46,326	48,910	53,106
Pensioner rebates - DWM	(894)	(942)	(1,165)	(1,193)
Stormwater Management Services	878	879	2,194	2,207
Section 611 Charges	197	190	176	171
Rates and Annual Charges	208,594	218,168	225,929	234,527
Gain / (loss) on Disposal of Assets				
Proceeds from Disposal - Plant & Equipment	2,337	2,276	1,633	1,427
WDV - Plant & Equipment	(1,339)	(892)	(1,025)	(969)
WDV Infrastructure	(861)	(567)	-	-
WDV - Property	(1,413)	(2,659)	(859)	-
Proceeds from Disposal - Property	1,282	263	-	-
Gain / (loss) on Disposal of Assets	6	(1,579)	(251)	457

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000
User Charges and Fees				
Aquatic Centres	6,596	7,397	4,680	8,395
Caravan Park	4,796	4,151	3,371	5,891
Cemeteries	1,015	1,082	877	1,393
Child Care	9,517	11,952	12,372	14,021
Commercial Waste Management Services	-	-	-	-
Community Centres	1,544	1,563	1,354	2,483
Currawong State Park	244	284	170	290
Glen Street Theatre	1,298	728	904	1,686
Golf Course & Driving Range	1,947	2,359	2,454	2,409
Kimbriki Waste & Recycling Centre	23,634	24,042	24,892	22,039
Libraries	141	121	65	136
Parking Areas	11,186	11,427	10,206	13,724
Planning and Building Regulation	6,459	7,738	8,399	8,855
Regulatory / Statutory Fees	539	248	629	1,029
Restoration Charges	1,198	1,231	1,528	1,095
Section 10.7 Certificates (EPA Act)	707	870	810	798
Section 603 Certificates (LG Act)	417	517	449	433
Sportsfields and Reserves	1,448	1,310	1,206	1,766
Other Fees	1,825	2,085	2,231	2,669
User Charges and Fees	74,512	79,105	76,598	89,113

136 Income

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000		Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000
Other Revenues					Grants and Contributions – Capital				
Advertising Income	893	612	960	851	Capital Grants - Specific Purpose (tied)	11,353	14,456	40,130	14,980
Ex Gratia Rates	26	26	26	25	Capital Contributions - Developer Contributions	7,615	7,625	7,245	6,952
Legal Fees Recovery - Other	326	338	175	169	Non-Cash Capital Contributions - Developer Contributions	1,182	451	-	-
Licences, Consents & Deeds	-	3,284	3,132	3,021	Capital Contributions - Other Contributions	2,576	3,644	2,626	1,959
Parking Fines	6,248	4,458	5,402	7,500	Non-Cash Capital Contributions - Other Contributions	12,467	369	-	-
Other Fines	699	537	593	714	Grants and Contributions – Capital	35,194	26,544	50,001	23,891
Recycling Income (Domestic)	639	629	709	650	Interest and Investment Revenue				
Sale of Inventories	918	870	754	1,096	Interest on Overdue Rates & Annual Charges	443	227	408	429
Other Revenues - Kimbriki	2,018	2,853	3,540	3,124	Interest on Cash and Investments	3,832	1,136	544	605
Other Revenues	2,652	1,387	1,575	1,826	Investments at fair value through profit and loss	26	67	12	-
Other Revenues	14,419	14,994	16,866	18,975	Interest and Investment Revenue	4,301	1,430	964	1,034
Grants and Contributions – Operating					Other Income				
Operational Grants - General Purpose (untied)	8,086	7,949	8,011	8,228	Rental Income - Investment Properties	310	204	225	273
Operational Grants - Specific Purpose (tied)	9,535	8,933	14,266	7,022	Rental Income - Leased Council Properties	8,390	5,883	5,729	6,548
Operational Contributions - Other Contributions	2,609	2,578	1,162	1,484	Other Income	8,700	6,087	5,954	6,821
Grants and Contributions – Operating	20,230	19,460	23,440	16,734					

Operational expenditure

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000		Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000
Employee Benefits and On-Costs									
Salaries and Wages	(109,235)	(112,604)	(112,733)	(119,541)	Cleaning	(6,264)	(7,180)	(6,329)	(6,478)
Kimbriki Salaries and Oncosts	(4,868)	(4,734)	(4,830)	(4,994)	Consultancy	(345)	(389)	(462)	(468)
Employee Termination Costs	(642)	(743)	-	-	Councillors' (include. Mayor) Expenses	(114)	(50)	(284)	(224)
Employee Leave Entitlements (ELE)	(11,973)	(12,081)	(12,521)	(13,110)	Councillors' Fees	(456)	(456)	(465)	(537)
Superannuation	(12,281)	(12,610)	(13,618)	(14,254)	Election Expenses	-	-	(1,404)	-
Workers' Compensation Insurance	(2,265)	(2,472)	(2,528)	(2,771)	Electricity, Heating & Water	(4,466)	(4,503)	(4,383)	(4,880)
Fringe Benefit Tax (FBT)	(816)	(677)	(782)	(846)	Environment & Floodplain Management	(1,760)	(2,373)	(4,692)	(2,883)
Capitalised Employee Costs	6,526	6,803	7,087	7,907	External Roadwork	(8,017)	(4,076)	(5,393)	(4,846)
Employee Benefits and On-Costs	(135,555)	(139,117)	(139,925)	(147,610)	Golf Course & Driving Range	(1,139)	(1,158)	(1,385)	(1,218)
					Insurance	(2,574)	(3,020)	(3,312)	(3,734)
Borrowing Costs					IT & Communications	(7,629)	(11,863)	(10,776)	(11,217)
Interest on Loans	(1,374)	(1,052)	(861)	(643)	Kimbriki Waste & Recycling Centre	(14,281)	(14,486)	(16,750)	(14,213)
Interest on Leases	(351)	(317)	(281)	(251)	Land Use Planning	(687)	(1,190)	(1,594)	(711)
Amortisation of Discounts and Premiums	(1,222)	(1,236)	(1,290)	(1,313)	Legal Fees - Other	(2,969)	(8,389)	(1,540)	(1,511)
Borrowing Costs	(2,947)	(2,605)	(2,433)	(2,207)	Legal Fees - Planning & Development	(1,128)	(2,336)	(1,500)	(1,379)
					Lifeguard Services	(1,188)	(1,405)	(1,443)	(1,460)
Materials and Services					Maintenance & Servicing	(5,590)	(6,103)	(5,158)	(5,216)
Agency Personnel	(4,385)	(2,832)	(2,815)	(2,042)	Management Fees	(1,697)	(1,692)	(1,492)	(2,328)
Audit Fees	(220)	(222)	(230)	(231)	Materials and Services - Other	(5,797)	(5,425)	(4,442)	(4,520)
Bank Charges	(495)	(498)	(557)	(679)	Mayoral Fee	(89)	(89)	(90)	(93)
Bush Regeneration	(4,283)	(4,108)	(4,495)	(4,378)	NSW Revenue Fine Processing Fees	(836)	(552)	(660)	(1,147)

138 Operational expenditure

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000		Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000
Parking	(622)	(672)	(649)	(781)					
Performance & Events	(2,014)	(1,325)	(1,854)	(2,160)					
Plant & Vehicle	(2,378)	(2,167)	(2,536)	(2,688)					
Printing, Postage & Stationery	(1,428)	(1,245)	(1,318)	(1,436)					
Raw Materials & Consumables	(4,408)	(4,114)	(4,301)	(4,242)					
Recreation & Sportsfields	(7,453)	(7,801)	(6,623)	(7,472)					
Stormwater	(658)	(824)	(716)	(794)					
Street Lighting	(2,635)	(2,615)	(2,435)	(2,501)					
Tree Works	(5,662)	(3,501)	(4,323)	(3,163)					
Waste Collection	(16,440)	(16,325)	(17,275)	(17,813)					
Waste Disposal & Processing	(16,049)	(15,892)	(14,182)	(17,664)					
Training Costs	(999)	(776)	(1,113)	(1,187)					
Valuation Fees	(434)	(458)	(454)	(467)					
Other Contracts	(9,053)	(8,358)	(6,390)	(5,417)					
Capitalised Costs	358	259	-	-					
Materials and Services	(146,285)	(150,209)	(145,817)	(144,180)					
					Depreciation, Amortisation and Impairment				
					Depreciation - Buildings	(8,411)	(8,552)	(8,388)	(8,663)
					Depreciation - Roads	(9,440)	(10,403)	(10,546)	(10,905)
					Depreciation - Stormwater	(6,574)	(6,744)	(6,763)	(6,809)
					Depreciation - Recreational and Other Infrastructure	(5,703)	(6,045)	(6,149)	(6,522)
					Depreciation - Other	(11,439)	(13,524)	(11,886)	(11,817)
					Amortisation - Asset Remediation	(633)	(780)	(753)	(780)
					Amortisation - Right of Use Assets	(1,347)	(1,357)	(1,357)	(1,271)
					Depreciation, Amortisation and Impairment	(43,546)	(47,407)	(45,842)	(46,766)
					Other Expenses				
					Planning Levy	(669)	(681)	(676)	(704)
					Waste Levy	(7,828)	(7,985)	(7,977)	(7,917)
					Emergency Services Levy	(6,194)	(7,369)	(6,416)	(6,539)
					Crown Land Levy	(112)	(106)	(113)	(150)
					Donations, Contributions and Assistance to Organisations	(3,601)	(8,141)	(6,240)	(1,601)
					Fair Value Adjustment Investment Properties	(130)	-	-	-
					Land Tax	(293)	(384)	(351)	(468)
					Impairment of Receivables	(148)	(115)	(24)	(81)
					Other Expenses	(18,974)	(24,781)	(21,796)	(17,460)

Statement of Financial Position

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
ASSETS: Current assets							
Cash and cash equivalents	6,199	10,661	17,627	13,258	16,338	16,885	21,182
Investments	147,311	135,751	88,667	74,491	76,222	83,908	91,947
Receivables	15,421	15,993	15,993	16,228	16,695	17,188	17,706
Inventories	403	378	378	385	394	403	412
Prepayments	1,572	2,028	2,028	2,067	2,112	2,161	2,212
Total current assets	170,906	164,811	124,694	106,429	111,761	120,545	133,461
ASSETS: Non-current assets							
Investments	779	826	826	842	860	880	901
Receivables	1,136	1,087	1,087	1,097	1,130	1,165	1,201
Infrastructure, property, plant and equipment	5,072,703	5,062,151	5,119,795	5,196,307	5,252,811	5,306,880	5,363,937
Investment property	5,835	5,835	5,835	5,835	5,835	5,835	5,835
Right of use assets	11,289	10,475	9,025	7,732	6,470	5,209	3,947
Other	4	-	-	-	-	-	-
Total non-current assets	5,091,746	5,080,374	5,136,568	5,211,812	5,267,107	5,319,968	5,375,821
Total Assets	5,262,652	5,245,185	5,261,262	5,318,241	5,378,867	5,440,513	5,509,282

140 Statement of Financial Position

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
LIABILITIES: Current liabilities							
Payables	40,055	44,606	40,906	41,211	41,733	42,287	42,879
Contract Liabilities	15,782	26,546	11,858	4,000	2,046	2,106	2,017
Lease Liabilities	1,230	1,269	1,228	1,231	1,269	1,307	1,347
Borrowings	5,137	5,033	4,873	3,346	2,058	1,879	834
Employee benefit provisions	35,315	37,044	37,044	38,006	39,182	40,395	41,645
Provisions	560	762	762	782	806	832	858
Total current liabilities	98,079	115,260	96,671	88,576	87,094	88,806	89,580
LIABILITIES: Non-current liabilities							
Payables	250	200	150	100	50	-	-
Contract Liabilities	6,580	9,815	6,767	4,522	4,309	4,246	4,184
Lease Liabilities	10,211	9,474	8,172	6,941	5,673	4,365	3,018
Borrowings	22,319	17,293	12,427	9,081	7,023	5,144	4,309
Employee benefit provisions	2,225	2,432	2,432	2,496	2,574	2,654	2,737
Provisions	37,439	44,150	45,424	46,817	48,269	49,766	51,310
Total non-current liabilities	79,024	83,364	75,372	69,957	67,898	66,176	65,558
Total liabilities	177,103	198,624	172,043	158,534	154,992	154,982	155,139
Net assets	5,085,549	5,046,561	5,089,219	5,159,707	5,223,876	5,285,531	5,354,143

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
EQUITY							
Accumulated Surplus	4,867,395	4,867,332	4,879,248	4,911,436	4,933,431	4,950,947	4,973,501
IPP&E Revaluation Surplus	218,154	179,229	209,971	248,271	290,445	334,584	380,642
Total Equity	5,085,549	5,046,561	5,089,219	5,159,707	5,223,876	5,285,531	5,354,143

142 Statement of Cashflows

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Cash flows from operating activities: Receipts							
Rates and annual charges	207,777	218,524	225,945	234,334	240,994	247,944	255,333
User charges and fees	78,491	82,123	79,097	92,716	95,011	97,429	99,949
Interest received	5,710	2,123	1,724	1,047	1,259	2,053	2,744
Grants and contributions	38,074	58,012	60,859	30,706	26,949	26,789	27,723
Bonds, deposits and retentions received	5,740	7,356	7,356	6,416	6,416	6,416	6,416
Other	41,213	37,697	39,170	39,094	37,302	37,620	38,245
Cash flows from operating activities: Payments							
Payments to employees	(132,220)	(134,939)	(144,590)	(146,571)	(151,625)	(157,055)	(162,676)
Payments for materials and services	(137,714)	(164,584)	(159,077)	(156,606)	(158,870)	(165,179)	(164,859)
Borrowing costs	(3,025)	(1,429)	(1,202)	(894)	(637)	(442)	(348)
Bonds, deposits and retentions refunded	(6,386)	(6,416)	(5,476)	(6,416)	(6,416)	(6,416)	(6,416)
Other	(56,258)	(23,879)	(21,137)	(17,280)	(17,472)	(17,826)	(18,205)
Net Cash flows from operating activities	41,402	74,588	82,669	76,545	72,912	71,332	77,905
Cash flows from investing activities: Receipts							
Sale of investments	347,119	367,193	336,412	314,161	298,250	294,294	294,940
Proceeds from sale of PPE	3,619	2,539	1,633	1,427	1,597	1,918	2,728
Cash flows from investing activities: Payments							
Purchase of investment securities	(306,465)	(355,613)	(290,766)	(300,000)	(300,000)	(302,000)	(303,000)
Payments for PPE	(80,171)	(77,720)	(116,656)	(90,361)	(65,061)	(61,630)	(65,050)
Net Cash flows from investing activities	(35,898)	(63,601)	(69,377)	(74,773)	(65,215)	(67,418)	(70,381)

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Cash flows from financing activities: Receipts							
Proceeds from borrowings	-	-	-	-	-	-	-
Cash flows from financing activities: Payments							
Repayment of borrowings	(5,162)	(5,130)	(5,026)	(4,873)	(3,346)	(2,058)	(1,879)
Lease liabilities (principal repayments)	(1,195)	(1,241)	(1,261)	(1,228)	(1,231)	(1,269)	(1,307)
Dividends paid to minority interest	-	(154)	(38)	(40)	(40)	(40)	(40)
Net Cash flows from financing activities	(6,357)	(6,525)	(6,326)	(6,141)	(4,617)	(3,367)	(3,227)
Net change in cash and cash equivalents	(853)	4,462	6,966	(4,369)	3,080	547	4,298
Cash and cash equivalents at beginning of year	7,052	6,199	10,661	17,627	13,258	16,338	16,885
Cash and cash equivalents at end of year	6,199	10,661	17,627	13,258	16,338	16,885	21,182

144 Cash and Investments Statement

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Total Cash and Investments	154,289	147,238	107,121	88,590	93,420	101,673	114,031
Represented by: Externally restricted							
Developer Contributions	32,021	29,542	23,443	15,891	14,254	16,885	21,548
Unexpended Grants - not tied to liability	170	262	12	-	-	-	-
Domestic Waste Management	5,393	428	2,318	4,253	6,274	8,444	10,648
Other externally restricted reserves	1,167	196	225	463	714	977	1,252
Total Externally Restricted	38,751	30,428	25,998	20,608	21,242	26,305	33,448
Represented by: Internally Restricted							
Deposits, Retentions & Bonds	13,169	13,750	13,749	13,749	13,749	13,749	13,749
Employee Leave Entitlement	7,248	7,633	7,633	7,833	8,078	8,330	8,591
Kimbriki Landfill Remediation	10,697	12,153	13,624	15,299	17,125	19,158	21,317
Unexpended Grants - tied to liability	21,228	34,095	17,169	7,018	4,793	4,731	4,668
Other	19,430	16,175	11,321	11,025	12,093	12,512	11,071
Total Internally Restricted	71,772	83,806	63,495	54,925	55,839	58,480	59,396
Total Restricted Cash	114,234	114,234	89,493	75,532	77,081	84,786	92,844
Total Unrestricted Cash	40,055	33,004	17,627	13,058	16,340	16,888	21,187

Capital budget statement

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Capital Funding							
Working Capital	14,207	7,508	15,679	9,945	3,831	3,493	1,871
Depreciation	34,508	23,569	25,787	36,512	38,230	41,760	43,210
Capital grants and contributions							
Grants and contributions	26,226	19,194	42,782	16,939	5,616	1,913	1,913
Externally restricted reserves							
Developer contributions	11,107	10,094	13,081	14,315	8,559	4,654	4,600
Domestic Waste	1,073	-	-	-	-	-	-
Other	589	1,207	2,274	1,976	1,971	1,965	1,960
Internally restricted reserves							
Merger savings fund	2,897	1,375	2,609	861	-	-	-
Other	4,292	8,718	5,388	2,840	2,672	3,372	5,345
Income from sale of assets							
Plant and equipment	2,337	2,276	1,633	1,427	1,597	1,918	2,728
Total funding	97,236	73,941	109,233	84,816	62,476	59,074	61,628

146 Capital budget statement cont.

	Result 2019/20 \$'000	Result 2020/21 \$'000	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000	Projected 2025/26 \$'000
Capital Expenditure							
Buildings	22,299	16,107	24,295	14,595	11,624	9,417	9,647
Community Land	-	2,954	-	-	-	-	-
Furniture & Fittings	185	115	809	162	36	36	36
Land Improvements	-	-	7,931	9,692	1,892	3,836	2,210
Land Under Roads	13,311	159	-	-	-	-	-
Library Books	1,224	1,361	872	883	878	993	1,017
Office Equipment	3,166	1,042	3,305	1,930	1,911	2,410	2,606
Open Space / Recreational	18,363	10,116	13,367	14,803	10,466	6,998	7,309
Other Assets	22	43	1,302	711	-	-	-
Other Structures	3,739	2,074	8,421	2,057	1,387	1,600	1,630
Plant & Equipment	6,035	5,039	4,616	4,262	4,265	5,289	8,250
Road, Bridges & Footpaths	20,083	24,852	37,000	25,371	20,347	17,568	17,767
Stormwater Drainage	5,185	6,111	6,763	8,812	8,734	9,599	9,794
Swimming Pools	-	1,007	554	1,538	935	1,330	1,362
Tip Asset	3,623	2,960	-	-	-	-	-
Total expenditure	97,236	73,941	109,233	84,816	62,476	59,074	61,628

	OLG Benchmark	Result 2019/20	Result 2020/21	Forecast 2021/22	Budget 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26
Budget Performance								
Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue</i>	>0%	(4.93%) 	(7.32%) 	(1.73%) 	2.44% 	2.25% 	2.01% 	2.56% 
Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources</i>	> 60%	84.85% 	87.42% 	81.62% 	89.62% 	92.56% 	93.30% 	93.24% 
Operational Liquidity								
Unrestricted Current Ratio <i>represents a council's ability to meet short-term obligations as they fall due.</i>	> 1.5x	2.09x 	1.69x 	1.61x 	1.63x 	1.79x 	1.83x 	1.95x 
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>expressed as a percentage of total rates and charges available for collection in the financial year</i>	< 5%	4.12% 	3.92% 	3.84% 	3.74% 	3.75% 	3.75% 	3.76% 
Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow</i>	> 3mths	5.39mths 	5.20mths 	3.82mths 	3.20mths 	3.31mths 	3.50mths 	3.86mths 
Liability and Debt Management								
Debt Service Cover Ratio <i>measures the availability of operating cash to service loan repayments.</i>	>2x	3.72x 	2.81x 	5.70x 	8.30x 	11.00x 	15.10x 	17.10x 

148 Statement of Performance Measures cont.

	OLG Benchmark	Result 2019/20	Result 2020/21	Forecast 2021/22	Budget 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26
Asset Management								
Building and Infrastructure Renewals Ratio	> 100%	121.34%	117.21%	103.64%	109.36%	114.78%	115.16%	115.75%
assesses the rate at which these assets are being renewed against the rate at which they are depreciating								
Infrastructure Backlog Ratio	< 2%	1.37%	1.50%	1.49%	1.44%	1.41%	1.37%	1.33%
this ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure								
Asset Maintenance Ratio	> 100%	107.92%	106.52%	106.52%	107.04%	108.64%	110.42%	112.16%
this ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing.								
Cost to bring assets to agreed service level	< 2%	1.15%	1.25%	1.23%	1.19%	1.16%	1.13%	1.10%
this ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure								





Capital works program 2022-2026



152 Consolidated new works

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Environment and sustainability									
	Stormwater program	>0%	(4.93%)	(7.32%)		(1.73%)	2.44%	2.25%	2.01%	2.56%
G2	Planned stormwater new works	1,976	-	-	1,976	-	-	1,971	1,965	1,960
	Total new works - environment and sustainability	1,976	-	-	1,976	-	-	1,971	1,965	1,960
	Kimbriki Resource Recovery Centre									
	Kimbriki improvements									
G4	Kimbriki clean water diversion system	7,382	7,382	-	-	-	-	5	-	-
G4	Kimbriki landfill cell development area 4A	1,560	1,560	-	-	-	-	-	-	-
G4	Kimbriki gas capture system	75	75	-	-	-	-	75	75	75
G4	Kimbriki cell develop area 4B	-	-	-	-	-	-	-	1,948	1,535
G4	Kimbriki cell develop mid-west landfill	75	75	-	-	-	-	1,212	1,212	-
	Total new works - Kimbriki Resource Recovery Centre	9,092	9,092	-	-	-	-	1,292	3,235	1,610

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Parks and recreation									
	Foreshore and building improvements									
G12	Little Manly Beach masterplan implementation	503	-	-	-	503	-	-	-	-
G12	Mona Vale Beach upgrade	308	-	-	-	308	-	-	-	-
G12	Warriewood Beach foreshore upgrades	350	-	-	-	-	350	-	-	-
	Playground improvements									
G12	Jacka Park playground upgrade	100	-	-	-	100	-	-	-	-
G12	Griffith Park playground upgrade	100	-	-	-	100	-	-	-	-
G12	Trafalgar Park playground upgrade	-	-	-	-	-	-	160	-	-
G12	Ashley Parade Reserve - new playground	50	-	-	-	50	-	-	-	-
G12	Dee Why Beach (Michaela Howie) playground upgrade	230	-	-	-	230	-	-	-	-
	Recreational trails									
G12 G16	Recreational trails - new and upgrades	-	-	-	-	-	-	-	-	500
G12 G16	McKillop Park walk	-	-	-	-	-	-	-	-	100
G12 G16	Manly Dam boardwalk	1,806	-	-	-	-	1,806	-	-	-
G12 G16	Manly Dam mountain bike trail upgrade	50	-	-	-	50	-	1,000	-	-

154 Consolidated new works cont.

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Parks and recreation									
	Reserves and parks improvements									
G12	Reserves - new and upgrades	-	-	-	-	-	-	-	-	500
G12	Freshwater Beach masterplan implementation	1,200	-	-	-	1,200	-	500	854	-
G12	Clontarf masterplan implementation	-	-	-	-	-	-	200	-	-
G12	Frenchs Forest Precinct park upgrades	2,162	-	-	-	-	2,162	3,704	-	-
G12	Lynne Czinner Park	1,600	-	-	-	1,600	-	-	-	-
G12	Lionel Watts fitness space	80	-	-	-	80	-	-	-	-
G12	Forestville War Memorial Playing Fields fitness station	60	-	-	-	60	-	-	-	-
G12	Beverly Job Reserve youth space	-	-	-	-	-	-	-	200	-
	Sportsgrounds improvements									
G12	Sportsgrounds - new and upgrades	-	-	-	-	-	-	-	500	500
G12	Sports club capital assistance program	100	100	-	-	-	-	100	100	100
G12	North Manly recreation site and Warringah Golf clubhouse	-	-	-	-	-	-	500	-	-
	Town centre and village upgrades									
G11 G15	Commercial centre upgrade program	-	-	-	-	-	-	-	-	1,000
	Total new works - parks and recreation	8,699	100	-	-	4,281	4,318	6,164	1,654	2,700

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Community, arts and culture									
	Community centre improvements									
G7 G12	Warriewood Valley Community Centre	4,700	-	-	-	4,700	-	4,822	-	-
	Cultural improvements									
G7 G12	Coast walk - art trail	711	-	-	711	-	-	-	-	-
	Total new works - community, arts and culture	5,411	-	-	711	4,700	-	4,822	-	-
	Library services									
	Community space and learning									
G7 G12	Library local priority grant purchases	162	-	-	-	-	162	36	36	36
	Total new works - library services	162	-	-	-	-	162	36	36	36

156 Consolidated new works cont.

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Transport, traffic and active travel										
Active travel – cycleways and footpaths										
G16	New footpaths	2,636	-	-	-	2,636	-	1,000	1,000	500
G16	Connecting Communities - footpaths programs	838	-	-	-	-	838	-	-	-
G16	Connecting Communities - cycleways program	5,247	-	-	-	-	5,247	-	-	-
G16	Fern Creek bridge and shared paths	679	-	-	-	679	-	-	-	-
G17	Queenscliff Headland access ramp	253	-	-	-	-	253	-	-	-
G16 G17	Dee Why Beach secure bike storage	65	-	-	-	65	-	-	-	-
Road and related infrastructure upgrades										
G17	New traffic facilities	700	-	-	-	700	-	500	500	1,000
G17	Scotland Island roads and drainage improvements	150	-	150	-	-	-	153	157	161
G17	Warriewood Valley – traffic and transport infrastructure	500	-	-	-	500	-	3,200	500	500
G17	Kerb and gutter new works	483	-	-	-	483	-	300	300	-
G17	Narrabeen Lagoon pedestrian and cycle bridge	1,000	-	-	-	-	1,000	-	-	-
Wharf upgrades										
G17	Church Point commuter wharf expansion	272	-	-	-	272	-	-	-	-
Total new works - active travel – cycleways and footpaths		12,823	-	150	-	5,335	7,338	5,153	2,457	2,161

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Economic development, events and engagement									
	Town and village centre activations									
G12	Avalon Place Plan implementation	-	-	-	-	-	-	1,679	800	-
	Total new works - economic development, events and engagement	-	-	-	-	-	-	1,679	800	-
	Property and facilities									
	Cemetery works									
G20	Manly Cemetery columbarium	300	203	-	-	-	97	-	-	-
	Civic building and compliance works									
G12	Currawong Cottages new cottages, games room and amenities	1,149	-	-	-	-	1,149	-	-	-
	Emergency buildings program									
G8	Duffys Forest Rural Fire Station	1,000	-	-	-	-	1,000	-	-	-
G8	Marine Rescue Broken Bay building	150	-	-	-	-	150	-	-	-
	Public amenities improvements									
G12	West Esplanade accessible amenity	-	-	-	-	-	-	20	-	-
G12	Porters Reserve clubhouse changespace	400	400	-	-	-	-	-	-	-
	Total new works - Property and facilities	2,999	603	-	-	-	2,396	20	-	-
	Total new works	41,162	9,795	150	2,687	14,315	14,214	21,137	10,148	8,467

158 Consolidated new works cont.

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Environment and sustainability										
Stormwater program										
G2	Planned stormwater renewal works	5,778	5,343	435	-	-	-	5,719	6,526	6,701
G2	Reactive stormwater renewal works	961	961	-	-	-	-	948	1,006	1,029
G2	Gross pollutant trap renewal works	97	97	-	-	-	-	96	102	104
Water and energy saving initiatives										
G4 G5	Energy Savings Initiatives Program	303	303	-	-	-	-	298	313	320
G4 G5	Water saving and re-use initiatives	72	72	-	-	-	-	71	75	77
Total renewal works - Environment and sustainability		7,211	6,776	435	-	-	-	7,132	8,022	8,231
Waste and cleansing										
Plant and equipment										
G11 G20	Public place bin enclosures	100	100	-	-	-	-	100	100	100
Total renewal works - waste and cleansing		100	100	-	-	-	-	100	100	100

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Kimbriki Resource Recovery Centre									
	Kimbriki improvements									
G4	Kimbriki vehicles	75	75	-	-	-	-	75	75	250
G4	Kimbriki renewal program	600	600	-	-	-	-	600	600	600
G4	Kimbriki other	70	70	-	-	-	-	72	74	77
	Total renewal works - Kimbriki Resource Recovery Centre	745	745	-	-	-	-	747	749	927

160 Consolidated new works cont.

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Parks and recreation									
	Foreshore and building improvements									
G5	Foreshores renewal program	2,480	2,335	145	-	-	-	2,048	1,522	2,165
G12	Rockpool renewal program	520	320	200	-	-	-	646	843	863
G12	Dinghy storage	40	40	-	-	-	-	40	40	40
G12	Tidal pools refurbishment	470	470	-	-	-	-	289	487	499
G12	Clontarf Reserve tidal pool	548	-	-	-	-	548	-	-	-
G12	Surf Life Saving Club minor renewal works	485	485	-	-	-	-	781	900	1,000
G12	Surf Life Saving Club major renewal fund	-	-	-	-	-	-	-	1,700	1,000
	Playground improvements									
G12	Playground renewal program	800	700	100	-	-	-	737	755	773
	Recreational trails									
G12	Recreational trails renewal program	550	400	-	-	-	150	409	420	430
	Reserves and parks improvements									
G12	Reserves renewal program	495	495	-	-	-	-	506	518	634
	Sportsgrounds improvements									
G12	Sportsfield renewal program	1,100	1,000	100	-	-	-	602	2,130	1,607

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Town centre and village upgrades									
G11	Commercial centre renewal	300	300	-	-	-	-	307	600	614
	Total renewal works - parks and recreation	7,788	6,545	545	-	-	698	6,365	9,915	9,625
	Children's services									
	Children's services									
G12 G9	Children's centres works program	150	135	15	-	-	-	165	166	166
	Total renewal works - children's services	150	135	15	-	-	-	165	166	166
	Community, arts and culture									
	Community centre improvements									
G12	Community buildings works program	700	643	57	-	-	-	658	1,208	1,561
G12	Community centres minor works program	150	135	15	-	-	-	165	166	166
	Cultural improvements									
G12	Glen Street Theatre renewal works	65	65	-	-	-	-	150	150	150
G12	Creative Arts Space - Mona Vale design works	150	-	-	150	-	-	-	-	-
	Total renewal works - community, arts and culture	1,065	843	72	150	-	-	973	1,524	1,877

162 Consolidated new works cont.

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Library services									
	Community space and learning									
G9	Library books - replacement	883	683	200	-	-	-	878	993	1,017
	Library upgrades									
G12	Library buildings works program	100	90	10	-	-	-	160	160	161
	Total renewal works - library services	983	773	210	-	-	-	1,038	1,153	1,178
	Transport, traffic and active travel									
	Active travel – cycleways and footpaths									
G16	Footpath renewal works	1,480	1,480	-	-	-	-	1,458	1,548	1,585
	Car parks and parking stations									
G16	Car park renewal works	751	751	-	-	-	-	740	786	805
G16	Multi storey car park renewal works	80	80	-	-	-	-	100	100	100
	Plant and fleet									
G16	Major plant renewal	1,615	-	-	1,615	-	-	1,199	1,814	3,700
G16	Light fleet renewal	2,502	-	-	2,502	-	-	2,919	3,326	4,223
	Road and related infrastructure upgrades									
G16	Bus stop renewal works	90	90	-	-	-	-	89	94	96
G16	Kerb and gutter renewal works	1,503	1,503	-	-	-	-	1,480	1,571	1,609

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
G16	Retaining wall renewal works	745	745	-	-	-	-	1,105	1,130	1,157
G16	Road resheeting program	7,607	4,730	1,000	-	-	1,877	8,235	8,482	8,640
G16	Bridge renewal works	924	924	-	-	-	-	-	-	-
Wharf upgrades										
G16	Wharves works program	1,205	1,205	-	-	-	-	1,047	1,260	1,290
Total renewal works - transport, traffic and active travel		18,502	11,507	1,000	4,117	-	1,877	18,372	20,111	23,205

164 Consolidated new works cont.

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Property and facilities									
	Aquatic centre improvements									
G12	Warringah Aquatic Centre renewal works	145	135	10	-	-	-	90	160	171
G12	Manly Aquatic Centre renewal works	170	155	15	-	-	-	135	166	216
	Cemetery works									
G20	Mona Vale Cemetery works program	150	-	-	150	-	-	150	150	150
	Civic building and compliance works									
G5 G6	Operational buildings works program	440	440	-	-	-	-	550	500	500
G5 G12	Sport buildings works program	1,450	1,380	70	-	-	-	1,194	1,238	1,325
G5 G12	Beach buildings works program	300	200	100	-	-	-	302	305	407
G5 G9	Disability access compliance works (DDA)	200	200	-	-	-	-	150	150	215
G5 G9 G12	Building Code of Australia compliance works (BCA)	150	100	50	-	-	-	201	202	254
G5 G12	Sydney Lakeside Holiday Park renewal works	250	250	-	-	-	-	400	300	300
G5 G12	Pittwater Golf Driving Range renewal works	90	90	-	-	-	-	150	150	150
G5 G6	Cromer Depot improvement plan works	150	150	-	-	-	-	153	150	-

CSP	Project	Budget 2022/23 \$'000	2022/23 Funding Source					Forecast		
			General \$'000	Rates at 2.4% \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Emergency buildings program									
G5 G8	Emergency buildings works program	130	130	-	-	-	-	150	150	150
	Public amenities improvements									
G8 G12	Public amenities works program	1,556	1,350	56	-	-	150	907	1,159	1,410
	Total renewal works - property and facilities	5,181	4,580	301	150	-	150	4,532	4,780	5,248
	Corporate support									
	IT improvements									
G20	IT infrastructure - replacements	424	424	-	-	-	-	378	517	668
G20	Computers, laptops and mobile devices - replacements	1,507	1,507	-	-	-	-	1,533	1,893	1,938
	Total renewal works - corporate support	1,931	1,930	-	-	-	-	1,911	2,410	2,606
	Total renewal works	43,654	33,934	2,578	4,417	-	2,725	41,339	48,927	53,161

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