

Delivery Program 2021-2025

Operational Plan and Budget 2021/22



northern
beaches
council

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Northern Beaches Local Government Area and Wards.

Pittwater Ward

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

Frenchs Forest Ward

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

Narrabeen Ward

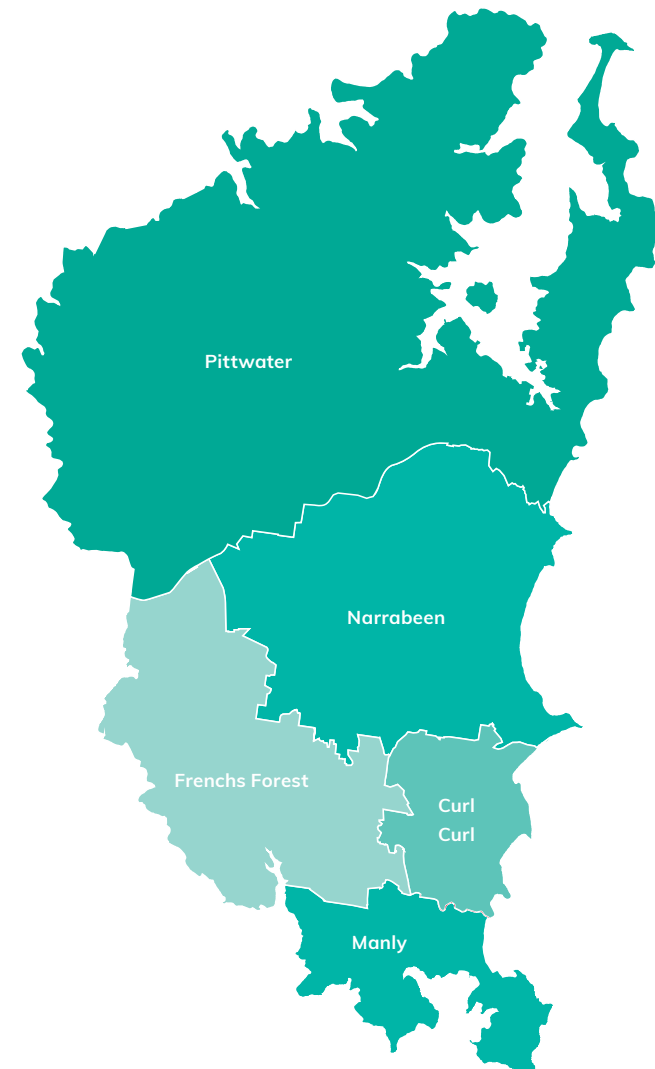
Warriewood, Ingleside, Elanora Heights, Narrabeen, Narrabeen North, Terrey Hills (partial), Cromer, Wheeler Heights, Collaroy Plateau, Collaroy, Oxford Falls

Curl Curl Ward

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

Manly Ward

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



Message from the Mayor

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



Our Budget and Delivery Program has a focus on continuing to build economic, environmental and social resilience to ensure we are prepared for any future challenges.

The 21/22 Budget entrenches economic resilience, delivering a surplus, realising efficiency savings (\$2.75 million) and paying down debt (\$5 million) to ensure we can withstand any unexpected budget pressures, such as we experienced during COVID-19. Notably, Council did not borrow money to deal with the pandemic, so future generations will not have a COVID legacy of debt. We are capable of living within our means whilst delivering our services and repairing ageing infrastructure. Together with our community, we have done well. Thank you for your patience and pulling together.

What next? We are investing in community safety both now and in the future with \$16 million for new and refurbished surf clubs. And together with the State Government, \$1.4 million to rebuild Duffys Forest Rural Fire Service Station and \$525,000 towards a new building for Marine Rescue Broken Bay.

The Warriewood Community Centre will be rebuilt with \$10.4 million over two years, creating a new facility as well as a vital new evacuation hub for future emergencies.

We're building resilience against flood and erosion with an extensive \$9.6 million stormwater program across our area, \$5.6 million to stabilise Collaroy-Narrabeen beach and other foreshores, plus significant investment in a stormwater diversion system at Kimbriki to protect local streams and groundwater. Narrabeen Lagoon will reap the benefits of this and other works in the catchment, including a new constructed wetland in Warriewood for better flows, water quality and local habitat.

Our eye is on supporting community resilience too, providing opportunities for social connections to support physical and mental health. We're developing a Social Sustainability Strategy, resourcing the new Gatekeeper program for suicide prevention, improving physical and online accessibility, dementia-friendly libraries and spending \$1.5 million on new library resources. \$7.8 million of Federal funds will go towards making schools zones safer and over \$10 million will create new and improved footpaths and roads.

We aim to finish the construction of the iconic 36km Coast Walk, stretching along our beautiful coastline from Manly to Palm Beach, and renew trails at Bilgola, Manly Dam and along the Spit to Manly track. We'll complete several new playgrounds, the new Lynne Czinner Park at Warriewood and more open space at Belrose. Sports will improve with new baseball nets at Aquatic Reserve, resurfacing Cromer 1 playing field and pathways at Avalon golf course, plus more for women in sport with dedicated change rooms at Newport.

Overall, this Budget and Delivery Program prioritises our community's needs now but sets us up for the future.

Michael Regan
Mayor

Highlights for 2021/22

\$16.1m	Resurface 13km roads, renew 2km footpaths and build 6km of new ones and \$5.7m on cycleways	\$2.9m	for open space and transport in Warriewood Valley	\$2.1m	on public amenities at Manly locations, Dee Why, Forestville Town Centre and Porters Reserve (change room) in Newport
\$16.1m	new surf club buildings at Mona Vale and Long Reef, and upgrades to others	\$2.8m	on coastal protection at Collaroy-Narrabeen and	\$1.9m	improving sportsfields
\$9.6m	stormwater works to reduce flooding and pollution	\$2.8m	protecting other foreshores and related structures	\$1.7m	on playgrounds at Clontarf, Little Manly, Freshwater, Collaroy and Newport
\$8.6m	to start Warriewood Valley community centre	\$2.6m	for Church Point and surrounding infrastructure	\$1.5m	improving the Coast Walk trail at Whale Beach and Newport to Avalon, plus \$1.3m on public art on the trail including indigenous art
\$7.8m	improving pedestrian safety in school zones	\$2.5m	improving commercial centres at Forestville, Church Point, Dee Why and West Esplanade Manly	\$0.9m	upgrading various library facilities including Mona Vale and Forestville.
\$4.7m	Pedestrian and cycle bridge works at Narrabeen Lagoon	\$2.2m	upgrade to Duffys Forest Rural Fire Station, Marine Rescue Broken Bay and other emergency buildings	\$0.8m	improving Paradise Beach and other tidal and rockpools
\$3.2m	on wharves at Mackerel and Currawong beaches and Scotland Island, and design for Church Point wharf				

Message from the Chief Executive Officer

Welcome to the Northern Beaches Council's Delivery Program 2021-2025 and Operational Plan 2021/22, which outlines how we respond to your priorities, with key services and projects, and how these will be funded.



We're continuing with robust management of our finances and services to ensure we're meeting community needs now, and planning effectively for the future.

This budget is balanced and provides a sound financial position. Despite the \$30 million impact on our budget from COVID-19 over the last two years, the budget provides for paying down loans of the former councils, with \$22 million to go. We've recently secured \$32 million of State and Federal grants to tackle some of our bigger challenges over the next few years. With a strong focus on efficiency and making savings, we'll also generate predicted savings of \$2.75 million in 2021/22.

Following recent community engagement, we're moving to a unified rating system starting in July. This change will not raise additional funds, but provide a much fairer spread across all ratepayers for property rates and stormwater management service charges. This includes new policies on pensioner rebates and financial hardship to better support the vulnerable in our community.

The expansion of the stormwater management services charge to all properties in the Local Government Area will raise an additional \$1.1 million for keeping our stormwater system in good condition and reducing flooding and pollution.

This Delivery Program sets out what we'll deliver over the next four years to address community priorities and needs, and keep pace with infrastructure maintenance.

You'll find details of \$125 million worth of works in 2021/22 to improve local roads, footpaths, cycleways, parks and playgrounds, pools, sportsgrounds, stormwater system, surf clubs and other community buildings.

During the year we'll be developing new strategies or plans to address the future needs on community issues, landuse, open space, environment, waste, transport and economy. As one of the leading sustainable councils in NSW, our new renewable energy electricity supply reduces our carbon emissions by 80% and will also save \$1.9 million over seven years. We'll continue to build on this with further energy and water savings, and provide more information and events to help you live more sustainably.

Together we can, and are, making a difference. Our annual round of community grants will continue to be available to groups and individuals to strengthen our society. So consider applying for a grant to start your project in:

- Community development
- Arts and creativity
- Environment
- Eco-schools
- Sports
- Events

I look forward to what we can create together.

In September we'll welcome a new Council on board. The incoming Council will spearhead a review of our 10-year Community Strategic Plan and Council's priorities for the next four years. So get involved during the year - your feedback will help Council to be well tuned to what's important to you, for now and the future.



Ray Brownlee PSM
Chief Executive Officer



Working Together



Our Elected Council

On 12 May 2016, the Governor of NSW proclaimed the merger of the former Manly, Warringah and Pittwater Councils and the creation of the Northern Beaches Council. The first elections of the new Council were held on 9 September 2017 and fifteen Councillors were elected to represent the Northern Beaches community for the term 2017 - 2020. In response to the COVID-19 pandemic, the NSW Government made the decision to postpone the local government elections until September 2021 extending the term of the current Council.

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Our community and its vision

Environment



254 km²

Land



114 km²

National Parks



17 km²

Council bushland



1,460

Native plant species



540

Native animal species



80 km

Coastline



4

Coastal lagoons



22 km²

Zoned public recreation



7

Catchments

Economy



110,558

Local jobs



33,491

Local businesses



\$17.32b

(GRP) Size of the
local economy



52%

Working residents
work locally



63%

Have a full time job



61%

Trade or tertiary
qualification



18%

Residents travel to work
by public transport



60%

Residents travel to
work by vehicle



40%

Residents bike ride for
transport or recreation

Community

**122**

Sportsfields

**254**

Playgrounds

**15**

Rockpools

**2**

Aquatic Centres

**3**

Theatres/Galleries

**21**

Surf Club buildings

**41**

Community Centres

**6**

Libraries

**15**

Council Child Care Sites

**274,041**Population now
(i.e. ERP 2020)**101,630**

Dwellings

**10m**

Beach visitors annually

Governance

**15**

Local Councillors

**4**

State Members

**2**

Federal Representatives

**209,500**

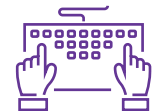
Estimated voters

**21,000**

Community engagement register

**22%**

Adults are volunteers

**85**People on strategic
reference groups**136**Registered
community groups**115,000**

Your Say visits/year

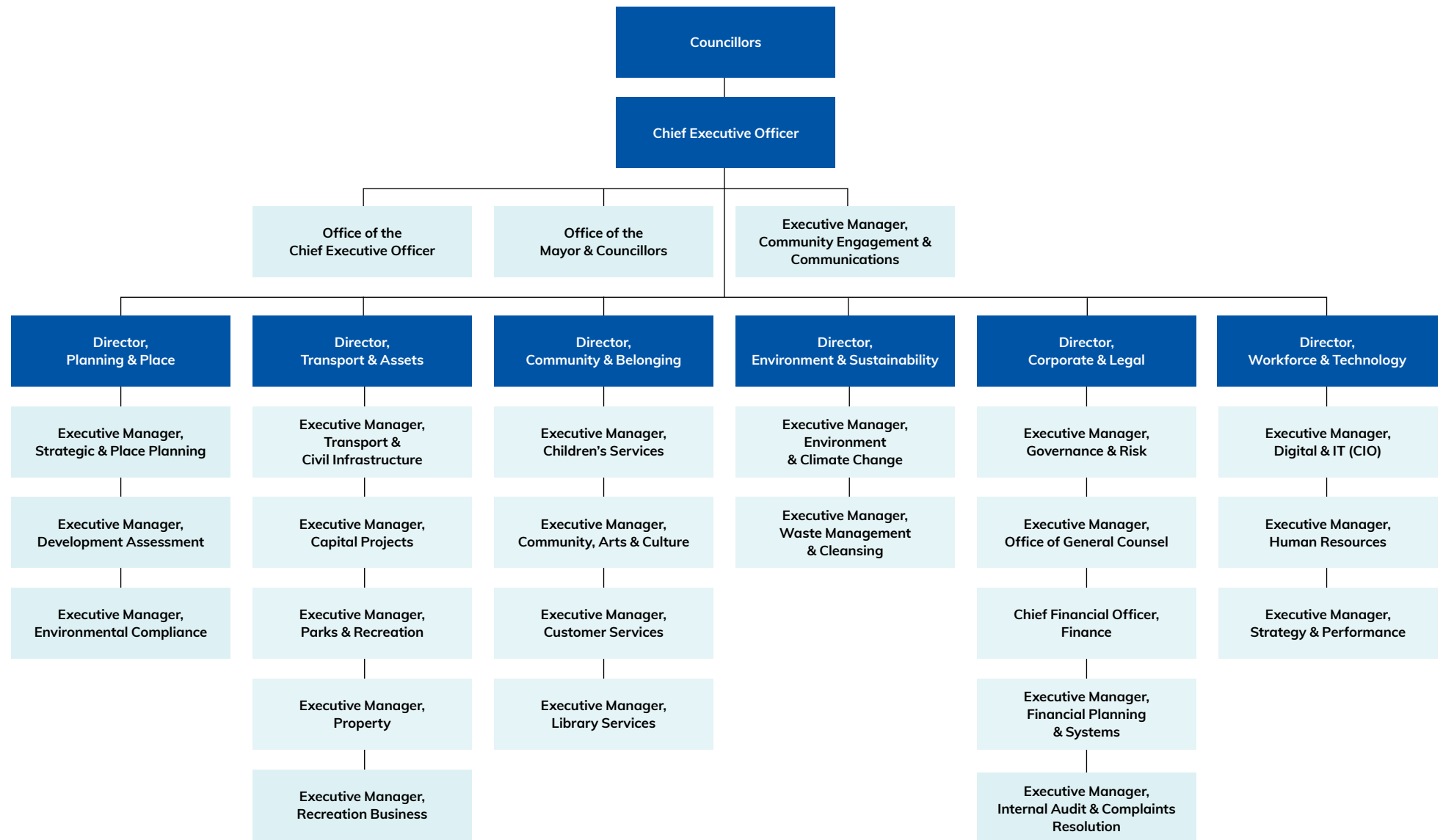
Our Community's Vision

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

Our Purpose

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





Our Values

Corporate Values

Trust

being open brings out our best

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

Service

we care as custodians for the community

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

Integrity

we are proud of doing what we say

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

Respect

valuing everyone is how we make a difference

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

Teamwork

working together delivers

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

Leadership

everyone has a leading role

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

Planning and reporting framework

The Integrated Planning and Reporting framework¹ requires every NSW council to undertake long term planning, based on comprehensive community engagement, and resourced by robust plans for finances, assets and workforce.

¹ NSW Local Government Act 1993 Sections 402-407

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

Comprehensive plans

The framework lays out where we are heading in the long term, backed up by detailed plans for the short and medium-terms, providing the community and Council with a clear picture of:

- Where we want to go in the long term
 - The Local Strategic Planning Statement (LSPS) sets our land use vision, principles, priorities, and actions for 20 years
 - The Community Strategic Plan (CSP) defines our community's vision and aspirations for the next 10 years for our society, environment, economy and civic life
- How we plan to get there

The four-year Delivery Program and annual Operational Plan set out what we will do. The Resourcing Strategy ensures we soundly manage our finances, workforce and assets to deliver it.
- How we will report our progress

Quarterly, annual and end-of-term reports

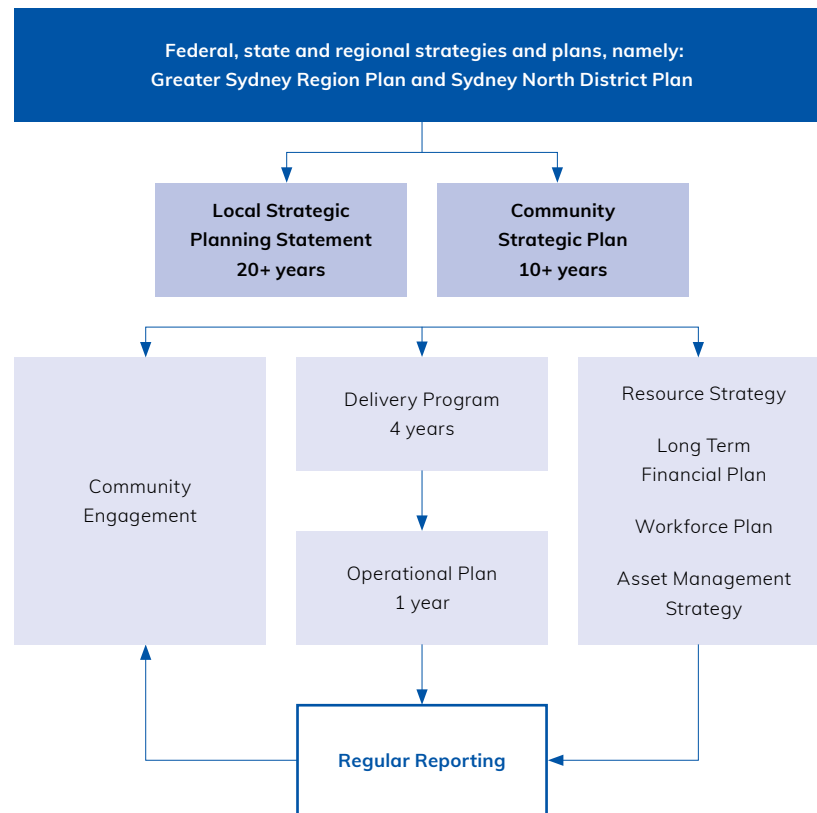
This all ensures that our plans are in tune with our community and are implemented in a transparent and accountable way.

Reporting on our progress

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

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

Integrated Planning and Reporting Framework



Community Strategic Plan

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

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

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

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

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

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

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

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



● Environment

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

● Social

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

● Economic

Vibrant Local Economy	Goal 13 Our businesses are well-connected and thrive in an environment that supports innovation and economic growth	Goal 14 Our economy provides opportunities that match the skills and needs of the population	Goal 15 Our centres attract a diverse range of businesses providing opportunities for work, education, leisure and social life
Transport, Infrastructure and Connectivity	Goal 16 Our integrated transport network meet the needs of our community	Goal 17 Our community can safely and efficiently travel within and beyond 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 efficiently and effectively responds to, and delivers on the evolving needs of the community	
Partnership and Participation	Goal 21 Our community is actively engaged in decision making processes	Goal 22 Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community	

Responding to our community

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

Developing the Delivery Program

During 2017 and 2018, over 2,000 people contributed their time and insights to develop our first Delivery Program. This involved community workshops, focus groups, online surveys, budget roadshows and submissions. The arising community priorities shaped our medium-term goals and actions. We then fine-tuned the planned actions in response to our progress to date, community feedback and emerging issues and partnerships. Over 500 people gave feedback on the exhibition of the 2021 Delivery Program.

Engage on our services and projects

Council's specialist Community Engagement and Communications teams regularly inform and engage with the community and key stakeholders. Your needs are a priority to us and we highly value local knowledge. We capture community feedback and use it to inform and improve our strategies, plans and projects.

Community engagement is tailored to individual projects and is a vital step in our project planning. Projects listed in the Delivery Program are at varying stages of community engagement.

Have your say

For major projects there may be several engagement stages. Throughout the year there are many opportunities to give us your feedback. The community is encouraged to register at interest in projects at [Have Your Say](#).

We are always looking for different ways to engage the community and we encourage everyone to participate. Council provides several alternate channels for community engagement including targeted communication with over 130 community groups in the area.

To gauge community satisfaction, we conduct dedicated client feedback surveys during the year for a number of our services, such as Library, Children's and Customer Services. We also conduct a broad [community survey](#) every 2-3 years to capture community satisfaction with all of our services.

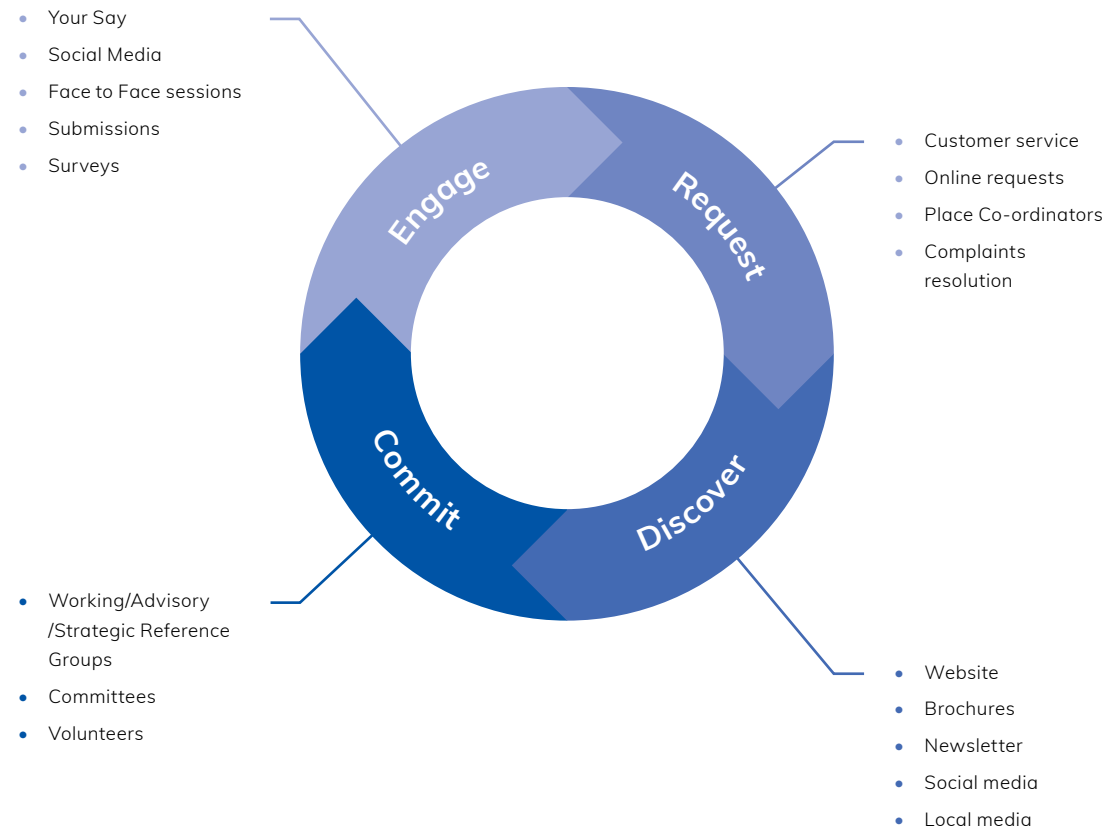
Be Committed

You can become a [volunteer](#) in bush regeneration, libraries, events, Meals on Wheels or other community services. Or step up for a strategic level [role](#) on:

- Youth Advisory Group
- 6 Strategic Reference Groups to help shape our plans and strategies
- Community committees e.g. to manage safety, traffic, flood risk, State Parks and other operations

These are great ways to put your passion and knowledge towards creating better outcomes throughout the year

Get Involved



Our finances

The budget is focused on building resilience, maintaining existing service levels to the community and delivering on key capital projects.

Budget Snapshot 2021/22

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

Operational

\$403.7m

Income from continuing operations

–

\$347.3m

Expenses from continuing operations

–

\$45.4m

Capital grant income

=

\$11m

Surplus from continuing operations

Capital Works

\$82.2m

New works

+

\$43.3m

Renewal works*

=

\$125.5m

Total works

Loans

\$5.0m

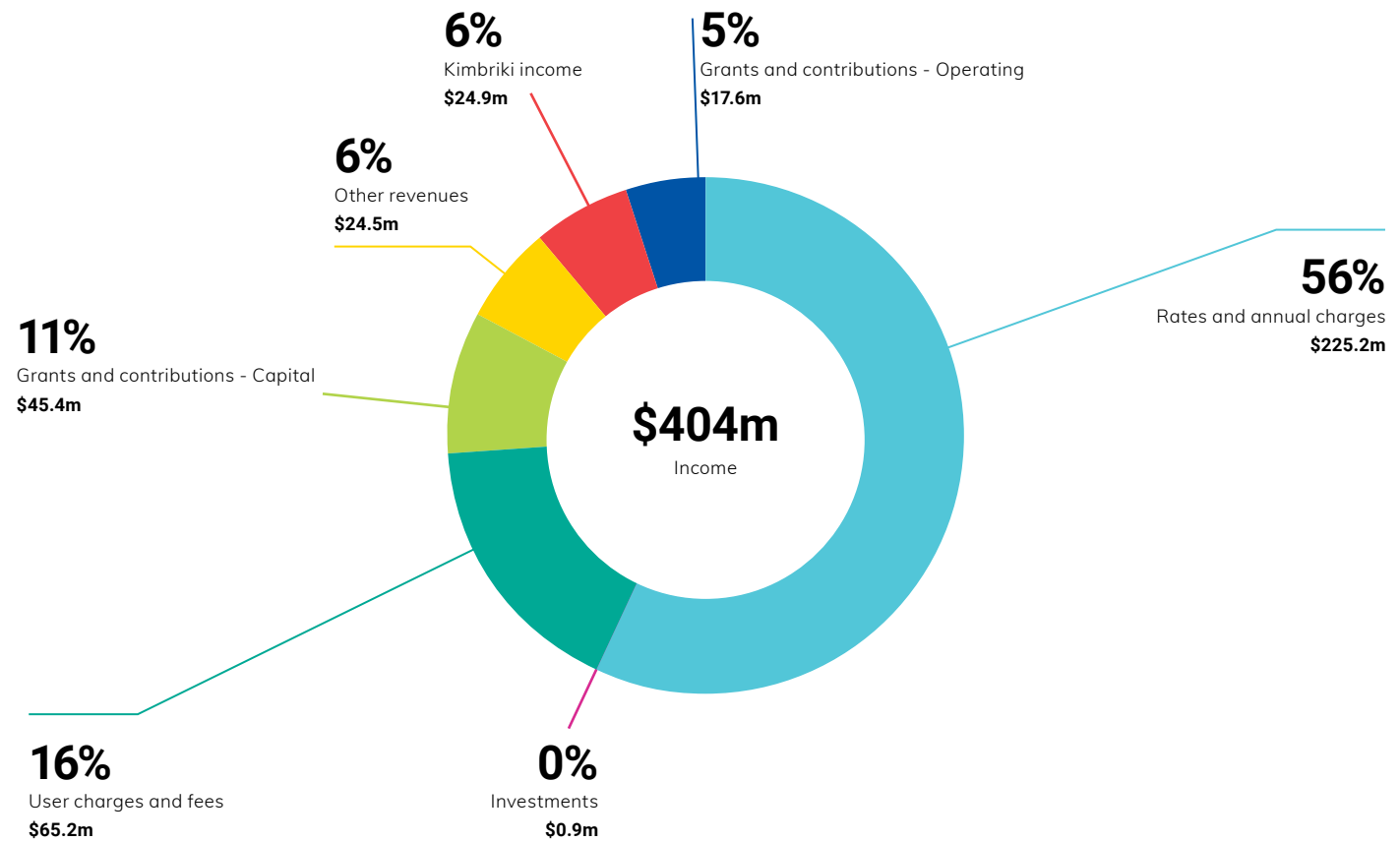
Loan principal repayments



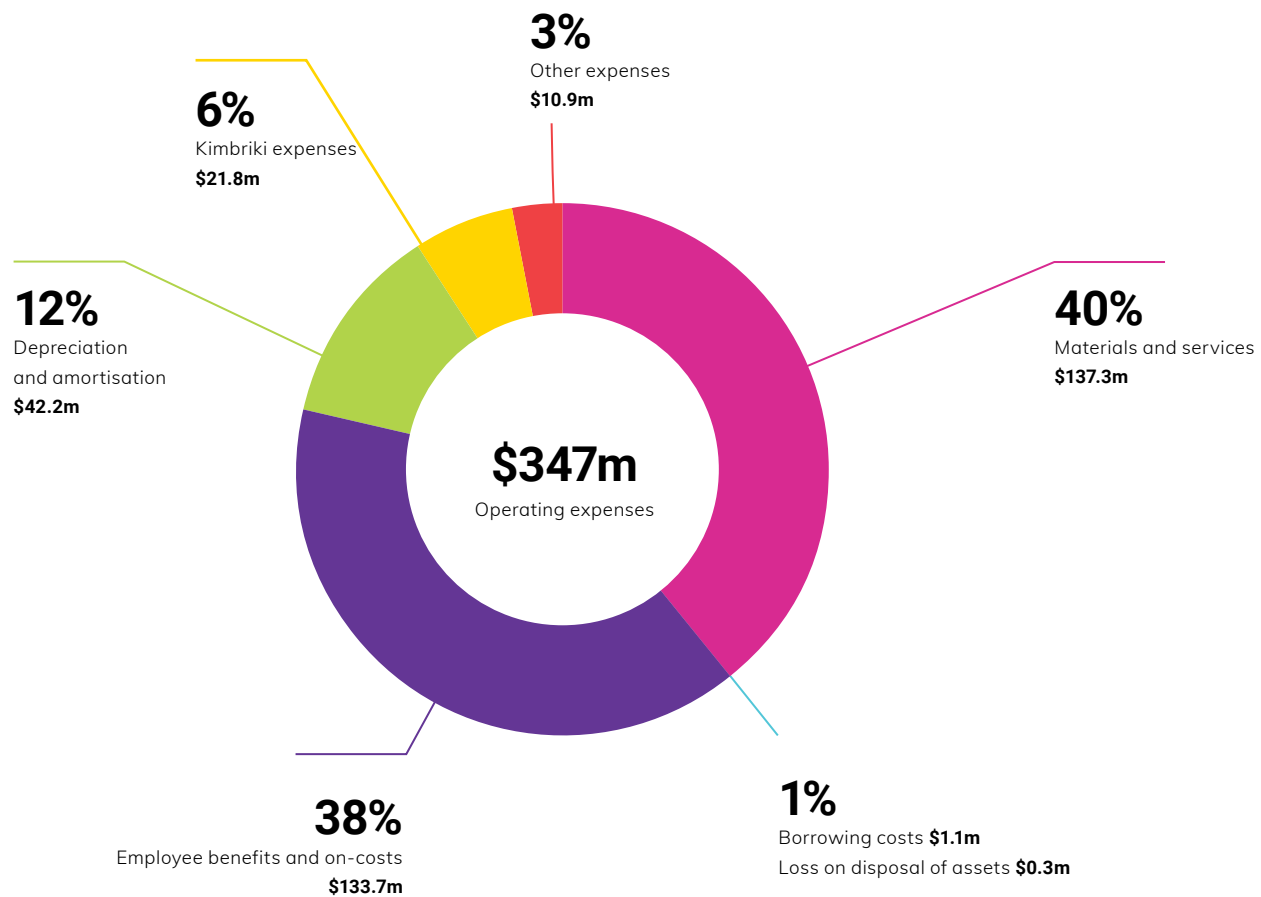
Funding summary

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

Where does the income come from?



Where is the money spent?





Delivering on your priorities



Priority areas

This Delivery Program details our plan to continue delivering great services, facilities and exciting new projects for the community over the next four years. It also demonstrates how we plan to address the challenges and opportunities that face our community.

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

- environment and sustainability
- health and recreation
- planning for the future
- community and creativity
- vibrant centres and business
- connected transport

Our community values the services and facilities we provide; community engagement has told us this. We also focus further effort on key projects and initiatives that address the six priority areas.

These priority projects will also advance the long-term strategies that the community want us to pursue, as identified in the CSP.

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

Challenges

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

Opportunities

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

Environment and sustainability

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

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation

Our programs manage, protect and enhance our unique environment across a range of habitats: over 17km² of bushland, 80km of coastline, estuaries at Pittwater and Middle Harbour, beaches, dune systems, coastal lagoons and other wetlands, as well as seven major catchments and 256kms of creeks.

Environment and Climate Change Strategy

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

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

Cities Power Partnership

We have joined the national Cities Power Partnership program to reduce our carbon emissions, along with other Australian towns and cities. We will reduce our water and energy use, funded by \$1.4 million* of improvements. This includes installing solar panels and undertaking energy efficiency works across Council's facilities.

Our 'partnership pledges' aim to improve both Council's and the community's energy profile of renewable energy, sustainable transport, energy efficiency and carbon emissions. The pledges are incorporated into our Environment and Climate Change Strategy.

Reducing emissions now

Our new electricity contract has zero emissions, reducing our total emissions by 80 percent. We've also been improving our energy and water efficiency across our buildings, sportsfields, aquatic centres and vehicle fleet every year. With solar panels at more than 40 sites we are generating over 1,000 MWh of energy a year. We've also replaced thousands of street lights with efficient LEDs.

More initiatives to reduce energy and water use will include:

- solar panels at Mona Vale Surf Life Saving Club and Cromer Depot
- energy efficient lighting at libraries, Manly Town Hall, Glen Street Theatre, Warringah Aquatic Centre and Balgowlah Depot.
- harvest rainwater at Mona Vale Surf Club
- reduce water and energy use at events
- online information hub to increase community uptake of solar power, and water and energy efficiency
- work with Sydney Water to deliver water savings in businesses.
- active travel projects to provide better paths and cycling connections
- sustainability planning for Frenchs Forest Precinct, for a Green Star rating.

Fire and other natural hazards \$13.5m*

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

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

We'll improve emergency service buildings with \$2.7 million* of works, such as those used by RFS and Marine Rescue. We're also tackling coastal hazards at Collaroy-Narrabeen, foreshore seawalls and headlands with \$10.8 million* of works. Key headlands are also monitored for stability.

The focus of our coastal and floodplain management is to reduce the risk of beach erosion and floods resulting from storm events. Our long term modelling also factors in how climate change will affect the risks, and how we respond with flood prediction models, flood management controls and a warning system.

Bushland and biodiversity

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

Catchments and stormwater \$36.3m*

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

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

Community education and volunteers

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

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

*Funding in the Delivery Program over the next four years

Innovative waste and cleansing solutions

New contracts for domestic waste collection and processing commenced in July 2019. By processing the contents of red garbage bins we are reducing emissions and diverting more waste from landfill. We are also investigating emerging and innovative technologies to increase our resource recovery, reduce waste to landfill and create a more resilient circular economy, while providing local sustainable business opportunities.

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

Kimbriki \$21.8m*

More works and equipment will improve Kimbriki's resource recovery and landfill operations. Significant investment of \$11.2 million in a stormwater diversion system will protect groundwater and streams downstream. Onsite Kimbriki has been creating a 'social enterprise precinct' to help residents to reduce their waste footprint – with practical, informative workshops that encourage responsible buying practices and minimise the waste going to landfill. Currently home to 'Bikes 4 Life', this social enterprise has been repairing and delivering bikes, bike parts and repair facilities to communities in need.

Key partners

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



Health and recreation

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

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation

We develop policies and long-term strategic plans with the community, to guide the provision and management of open spaces and recreational facilities to meet current and future needs.

Each year, over 45,000 activities, sports and events are booked on our open space areas and sporting facilities. Our professional Lifeguards are highly trained and proactive, providing safety and amenity at our 21 beaches, together with local Surf Life Saving volunteers.

Planning

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

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

Sportsgrounds \$11.6m*

Our Sportsgrounds Strategy is guiding investment in improvements, maintenance and new sportsgrounds and associated facilities throughout the Northern Beaches. Effective use of the Strategy is increasing the available playing hours for local sporting organisations. Projects include upgrading Brookvale Oval, and improving lighting, irrigation and drainage at a range of locations. We're also developing agreements with a number of schools to share their sportsfields out of school hours, providing even more sporting opportunities.

Sports buildings and centres \$7.3m*

Sports buildings and centres are maintained and their accessibility improved, including amenities and change rooms. Upcoming works include a variety of sports buildings, the golf driving range, and a new female changing room at Porters Reserve, Newport. This includes support to sports clubs with grants totaling \$100,000 a year for capital improvements to their buildings and facilities. Our two Aquatic Centres attract around 850,000 visits a year, and will continue to improve equipment, offer a variety of programs, and provide great public access to all attractions.

Youth facilities \$1.6m*

We provide and maintain youth-inclusive recreational spaces such as skate parks, multi-purpose courts, handball, spaces for parkour, and graffiti walls. We are also upgrading the mountain bike trail at Manly Dam.

Surf club buildings \$22.2 m*

Work on beach buildings encompasses Surf Life Saving Clubs (SLSC) and Swim Clubs at Manly, North Curl Curl and South Narrabeen, including improving their accessibility. New buildings at Mona Vale and Long Reef will be the major investment over the coming year.

Beaches and foreshores \$7.6m*

Many of our foreshore reserves will be improved including Mona Vale, Freshwater, Little Manly and Clontarf. There will be better public amenities at Mona Vale, Long Reef and Shelly beaches as well as Little Manly and West Esplanade.

Ageing seawalls at Bayview will be improved, and dinghy storage racks installed at Little Manly and Seaforth.

Rockpools and tidal pools \$4.7m*

Access to Palm Beach rockpool will be upgraded and plans drawn up to enhance and renew Whale Beach rockpool. The tidal pool at Paradise Beach, Avalon, is scheduled for major works in 2021/22.

Playgrounds \$4.5m*

A focused, proactive program ensures that over 250 playgrounds are well maintained. All upgrades to playgrounds are designed to improve inclusion for children of all abilities. Major upgrades are planned for playgrounds at Little Manly, Freshwater's Jacka Park, Collaroy's Griffith Park, Dee Why Beach and at Newport.

Trails and boardwalks \$1.8m*

Trails across the area continue to be maintained and improved, with new sections being created. Some focus sites include the Manly Scenic Walkway, Manly Dam and some older sections of the Bi-centennial Coastal Walkway.

Other open space improvements \$12.8m*

A large program of works will make our open spaces safe and fit for purpose, including new pathways and lighting and improved public amenities. We'll install public defibrillators in Manly, and fitness stations at Frenchs Forest and Forestville.

Key projects include public and recreation spaces in Warriewood Valley, Sydney Lakeside Holiday Park, Currawong Cottages, North Harbour, Ivanhoe Park, Manly and the new Frenchs Forest precinct.

Keeping the canopy

Our Urban Tree Canopy Plan is improving and protecting trees across the Northern Beaches. 5,000 trees will be planted each year in our streets, gardens, reserves and bushland, and an Iconic Tree Register will secure the future of special trees on public land. This program will be supported by more information and advice on retaining trees and planting the right trees in the right location.

Key partners

- Local community and visitors
- Local community, sport and recreation groups
- Surf Life Saving Sydney Northern Beaches
- NSW Office of Sport
- School Infrastructure NSW

*Funding in the Delivery Program over the next four years

Planning for the future

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

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation

Strategic planning

The NSW Government's Sydney North District Plan projects Northern Beaches' population will grow to between 292,000 and 309,000 by 2036. Council needs to plan for and support the growth through local plans.

We completed the foundational work with our community, in developing 2040 - Local Strategic Planning Statement (LSPS) - A 20 year land-use vision for the Northern Beaches.

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

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

Local Environmental Plan (LEP)

Over the next two years, we will work with the community and other stakeholders to develop a single LEP for the Northern Beaches. The LEP outcomes will be consistent with the

LSPS and Housing Strategy. This will replace the four existing LEPs from the former councils, and establish the statutory context for future development. While it will respond to the uniqueness of various locations across the Northern Beaches, it will help deliver a consistent, sustainable and coordinated approach to planning the area.

Health precinct at Frenchs Forest

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

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

Ingleside precinct

On 25th May the NSW Government released a draft Ingleside Place Strategy for community feedback. The plan significantly reduces the maximum number of new homes proposed due to bushfire risk and includes new safety measures and evacuation plans.

University on the beaches

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

Key partners

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



Community and creativity

Enhanced public places and community cohesion through social services, arts, creativity, libraries and inclusion

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation

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

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

Focus on community needs

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

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

Planning for people

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

Library service \$7.2m*

With two-thirds of our residents being library members, we are making substantial investments in books and e-resources. We will also improve our library service model and site facilities, including alterations to our Forestville and Mona Vale branches.

We are developing a new library strategy focusing on opportunities to improve and expand, in response to the community's needs and best practices.

Disability inclusion \$2.1m*

We'll develop our next four year Disability Inclusion Action Plan to build on our achievements to date - improving physical access to public places, events, libraries and environmental education, as well as an online disability information hub.

Our online content, buildings, amenities, parks, paths and trails are undergoing accessibility audits. Newly planned facilities will be accessible at Warriewood Community Centre, Mona Vale and Long Reef surf clubs, and amenities at West Esplanade Manly and other locations. Other improvements include new pedestrian areas at Warriewood Valley, kerb renewals in villages and town centres, and wharf upgrades.

Community services hub

With our first community service hub now opened in Manly, we're looking at other locations to strategically provide more hubs. They will provide a base for not-for-profit community organisations who serve the most vulnerable in our community.

Upgrades to community facilities \$15.8m*

We will continue to improve our community and childcare centres. Work on replacing the Nelson Heather Centre with a new \$10.4 million* multi-use facility in Warriewood Valley will commence this year. The new facility will support our growing population in this area, and provide a vital evacuation centre when needed.

Glen Street Theatre is focussing on growing its community with an increased emphasis on educational programming.

Coast Walk public art \$1.7m*

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

Key partners

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

*Funding in the Delivery Program over the next four years

Vibrant centres and business

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

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation

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

Economic development

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

Enhancing Brookvale

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

Place plans

Placemaking imagines ways to design, regenerate and activate spaces to suit a range of users. Place plans, and supporting activation strategies, are developed together with community and business. Suburbs that initial place plans are being developed for are Manly, Avalon and Mona Vale.

Village and town centres \$9.7m*

To make our busy commercial centres safer, more attractive and functional, we're improving pedestrian areas, amenities and seating, wayfinding signage and artwork. Manly will be updated with new accessible amenities at West Esplanade.

Key village projects include revitalising Church Point commercial area and Forestville shops and amenities.

The Dee Why Town Centre Masterplan continues to transform the town centre, as new spaces are created and parks improved.

Tourism recovery and management

We will implement our new plan to recover and manage tourism in our region. Our destination management plan: *Destination Northern Beaches* provides a roadmap to COVID-19 recovery in the short term and supports a sustainable visitor economy in the longer term, in a way that does not affect residents' lifestyles.

Our key actions are to:

- find ways to reach new and diverse visitors
- address seasonality and encourage off-peak tourism
- improve visitor information services
- expand digital channels.

Key partners

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

*Funding in the Delivery Program over the next four years

Connected transport

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

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation

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

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

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

A strategic approach

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

This year we will develop plans for the road network, public transport and freight.

Extending active travel \$34.1m*

Our Connected Communities building program continues to extend a network of footpaths, bike paths and shared paths, along with bike infrastructure. We'll complete new shared paths adjacent to Warringah Road in Forestville, and Barrenjoey Road in Mona Vale

The Active to Schools initiative is also being expanded, for safe walking and cycling in school zones, with a Federal government grant to fund \$7.8 million of works in 2021/22 throughout the Northern Beaches.

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

Improving trip facilities \$12.7m*

Active and public transport trips are enhanced by ongoing improvements to facilities at the end of your trip, such as bus stops and carparks. We're also planning wharf improvements at Church Point, Great Mackerel and Currawong Beaches and Scotland Island.

Roads and related improvements \$56m*

To maintain our road assets, we'll complete over \$7 million of road resheeting across the Northern Beaches this year. We'll also spend \$1.5 million on renewal works to kerb and guttering. In addition, improved traffic management facilities are planned for Warriewood, Balgowlah and Manly.

Some of the larger upcoming projects include works on Scotland Island, Church Point, Warriewood Valley, and repairs to Ocean Street bridge (Narrabeen) and the replacement of Oxford Falls bridge.

Our vital role with the State Government

The NSW Government manages major arterial roads as well as ferries and buses. We have a vital role as an advocate and strategic partner with Transport for NSW on the supporting infrastructure needed for our growing population. We co-ordinate our improvements and renewal works to maximise the benefits to our community. Key initiatives requiring our cooperation are:

B-Line and local connections

The roll out of the B-Line and associated parking has made a great difference for north-south transport. Council will continue to advocate for more frequent and reliable bus services across the Northern Beaches, and for the linking on-demand service, Keoride, to be made permanent.

East/West public transport

We continue to investigate options and advocate for better East-West public transport along Warringah Road and Mona Vale Road. This is a key priority for our strategic and local centres at Frenchs Forest, Brookvale, Dee Why and Mona Vale and is sure to be a feature of community discussion as we develop the public transport plan this year.

Wakehurst Parkway flooding

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

Beaches Link and Gore Hill Freeway Connection

Council resolved to support the Beaches Link Tunnel project in November 2018. It is a major investment in transport infrastructure to connect Burnt Bridge Creek Deviation at Balgowlah, and Wakehurst Parkway at Seaforth, with the Gore Hill Freeway and Greater Sydney. The tunnel will improve both road capacity for the Northern Beaches, and links to the new Frenchs Forest strategic centre. We will continue to work with the NSW Government to deliver the tunnel, cater for public transport and minimise local impacts on the community and the environment.

Mona Vale Road upgrade

The NSW Government is working to widen Mona Vale Road between Mona Vale and Terrey Hills, from two lanes to four. Council supports the improvements being made to this important east/west corridor, particularly as its completion will improve safety for people using this route.

Key partners

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

*Funding in the Delivery Program over the next four years



Providing quality services



Delivering our services

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

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

Key service grouping

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

Environmental

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

Social

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

Economic

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

Civic

- Governance and assurance
- Customer service
- Corporate support



Primary CSP goals the services deliver on:

Full description of the Community
Strategic Plan goals are on page 21

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

How to read this document

Each key service area has several parts, outlining what it will deliver and how it is funded. The Delivery Program also shows the previous year's funding.

CSP goals that the service contributes to

Supporting CSP Goals:

G4	G5	G8
G9	G11	G13
G22		

The business unit involved

Business Units

Environment and Climate Change

Service description

Service Information

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

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

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
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G1-6 Develop and implement action plans and reporting to support the Environment and Climate Change Strategy

Capital projects

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
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Coastal Protection Works

G2 Collaroy-Narrabeen coastal protection works

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

The first year of the plan is the Operational Plan

Measures

Performance measures	Result 20/21	Target 20/21	Target 21/22	Frequency
Volunteer bush regeneration (hours)	5,647	6,900	6,900	Annual

Satisfaction measures to maintain or improve

	Result 2018	Result 2019
Protecting native plants and animals	3.62	3.52

* Mean score out of 5 in our community survey.

How we will measure our progress

Ongoing services and programs:

G7 Provide a pre-lodgement service for applicants

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

Income and Expenditure

Service budget

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations					
User charges and fees	1,654	1,763	1,818	1,877	1,939
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	2,613	1,894	1,234	1,894	2,484
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	33,770	38,305	36,193	36,896	38,631
Expenses from continuing operations					
Employee benefits and oncosts	(7,545)	(7,901)	(8,165)	(8,421)	(8,684)
Borrowing costs	-	-	-	-	-
Materials and services	(7,239)	(8,194)	(7,333)	(7,492)	(8,653)
Depreciation and amortisation	(6,955)	(7,545)	(7,390)	(7,390)	(7,390)
Other expenses	(417)	(7,484)	(7,545)	(7,632)	(7,725)
Internal charges	(2,561)	(2,465)	(2,504)	(2,558)	(2,616)
Overhead allocation	(2,919)	(3,151)	(3,200)	(3,270)	(3,344)
Total expenses from continuing operations	(34,635)	(36,739)	(36,137)	(36,762)	(38,412)
Surplus/(deficit) from continuing operations	(30,368)	(33,083)	(33,085)	(32,991)	(33,990)
Income from capital grants and contributions					
Grants and contributions - capital purposes	1,450	1,566			
Surplus/(deficit) from operations including capital grants and contributions					
Rates and annual charges and reserves					
Rates and annual charges	30,368	33,083	33,085	32,991	33,990
Full time equivalent positions (FTE)*	73.2	73.0			

First year of the plan is the Operational Plan

Environment and Sustainability

● Environment

Protection of the Environment
Environmental Sustainability

● Social

Places for People
Community and Belonging

● Economic

Vibrant Local Economy
Transport, Infrastructure and Connectivity

● Civic

Good Governance
Partnership and Participation



Supporting CSP Goals:

G1	G2	G3
G4	G5	G6
G7	G17	G22

Business Units

Environment and Climate Change

Service Information

Boasting 17km² of bushland, 80kms of coastline, creeks within seven catchments, four coastal lagoons, Pittwater and Middle Harbour, and 640kms of stormwater network, we are dedicated to protecting and enhancing our natural and built environments.

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

Ongoing Services and Programs:

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

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G1-6	Develop and implement action plans and reporting to support the Environment and Climate Change Strategy	•	•	•	•
G5 G7	Undertake environment studies and investigations to support strategic planning of the Northern Beaches	•			
G2 G17	Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway	•	•		
G2 G11	Develop and implement a Narrabeen Lagoon Entrance Management Strategy	•	•	•	•
G3 G22	Expand and improve volunteer, sustainability and environment centre programs in response to community priorities	•	•	•	•

Capital projects

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Coastal protection works					
G2	Collaroy-Narrabeen coastal protection works	2,811	-	-	-
Stormwater program					
G2	Planned stormwater new works	1,882	1,568	1,521	1,473
G2	Warriewood Valley creekline works	643	-	-	1,000
G2	Planned stormwater renewal works	6,020	5,778	5,839	6,334
G2	Reactive stormwater renewal works	939	961	981	1,006
G2	Gross pollutant trap renewal works	94	97	99	102
Water and energy saving initiatives					
G4 G5	Energy saving initiatives works program - revolving energy fund	268	303	308	313
G4 G5	Water saving and re-use initiatives	21	72	73	75
Total		12,678	8,779	8,822	10,303

Measures - Environment and Sustainability

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Satisfaction measures - maintain or improve *	Result 2018	Result 2019
Scheduled active bushland management completed	99%	80%	80%	Quarterly	Protecting native plants and animals	3.62	3.52
Active bushland management by contractors (ha)	1,083	-	1,200	Annual	Restoring natural bushland (weed removal, bush regeneration programs)	3.47	3.46
Volunteer bush regeneration (hours)	5,647	6,900	6,900	Annual	Controlling feral animals	3.27	3.39
Stormwater network renewed/upgraded in line with the Asset Management Plan (m)	825	800	800	Annual	Managing and protecting creeks, lagoons and waterways	3.41	3.39
Beaches with good/very good rating (Beachwatch)	94%	90%	90%	Annual	Maintenance of beaches, headlands and rockpools	3.91	4.02
Required mitigation activity completed for natural hazards	100%	100%	100%	Annual	Management of local flooding	3.41	3.23
Council electricity sourced from renewables	26.5%	> 1%	100%	Annual	Environmental education programs and facilities (Coastal and Manly Environment Centres)	3.33	3.26
Total greenhouse gas emissions by Council (tCO2e)	17,696	< 25,511	< 6,000	Annual	Council operates in an environmentally friendly way	3.54	3.43
Total water use by Council (kL)	362,466	< 515,813	< 502,797	Annual			
Workload measures				Frequency			
No. sustainability education events	43 av.	-	-	Quarterly			
No. attending sustainability education events	3,086 av.	-	-	Quarterly			
Gross pollutants removed from stormwater networks (tonnes)	316 av.	-	-	Quarterly			
No. DA referrals for assessment of environmental controls	750 av.	-	-	Quarterly			

* Mean score out of 5 in our community survey.

Income and expenditure - Environment and Sustainability

55

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations					
User charges and fees	1,654	1,763	1,818	1,877	1,939
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	2,613	1,335	1,234	1,234	1,164
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	4,267	3,098	3,052	3,111	3,103
Expenses from continuing operations					
Employee benefits and oncosts	(7,545)	(7,901)	(8,165)	(8,421)	(8,684)
Borrowing costs	-	-	-	-	-
Materials and services	(7,239)	(8,295)	(7,436)	(7,597)	(8,760)
Depreciation and amortisation	(6,955)	(7,545)	(7,629)	(7,767)	(7,872)
Other expenses	(7,417)	(6,466)	(6,510)	(6,571)	(6,638)
Internal charges	(2,561)	(2,465)	(2,504)	(2,558)	(2,616)
Overhead allocation	(2,919)	(3,151)	(3,200)	(3,270)	(3,344)
Total expenses from continuing operations	(34,635)	(35,823)	(35,443)	(36,183)	(37,915)
Surplus/(deficit) from continuing operations	(30,368)	(32,725)	(32,392)	(33,072)	(34,812)

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	1,450	1,566	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(28,918)	(31,159)	(32,392)	(33,072)	(34,812)
Rates and annual charges and reserves					
Rates and annual charges	30,368	32,725	32,392	33,072	34,812
Full time equivalent positions (FTE)	73.2	73.0	-	-	-

Waste and cleansing

Environment

Protection of the Environment

Environmental Sustainability

Social

Places for People

Community and Belonging

Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:

G1	G4	G6
G8	G13	G20

Business units:

Waste Management and Cleansing

Service information:

Every week 93,000 households, including those on our offshore communities, receive waste and recyclables collection. Pre-booked collections of bulky goods are offered twice a year and various solutions are provided for hazardous waste and e-waste. This service also offers effective education to the community on our waste collection service, recycling, waste reduction and substitution.

Thanks to measures taken by Council, and community education and cooperation, total domestic waste collected by Council is reducing each year and is currently around 114,000 tonnes. Our cleansing teams clean public places daily, including beaches, parks, streets, towns and village centres. They maintain amenity, public health and safeguard water quality by raking the beach, street sweeping, graffiti and litter removal, and the collection of illegally dumped rubbish.

Ongoing services and programs:

- G6** Waste collection, green waste, recycling services, household bulky goods collection
- G1** Public place cleaning, litter, street sweeping, beach raking, graffiti and illegal dumping removal
- G8** Waste management for public functions and events
- G4** Waste education and behaviour change programs

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G6 G20	Improve service efficiency by automating business processes and services	•			
G1 G6	Review waste service and infrastructure for offshore communities' needs	•			
G4 G6	Develop and implement a new long term waste strategy	•	•	•	•
G6	Manage domestic waste contracts to maximise resource recovery and adapt to community needs	•	•	•	•
G6 G8	Manage contracts for cleaning of streets, pavements, graffiti and bus shelters to provide clean public places	•	•	•	•
G4 G13	Deliver waste programs and education to support a circular economy for our community and local business opportunities	•	•	•	•

Capital projects

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Plant and equipment					
G20	Public place bin enclosures	100	100	100	100
Total		100	100	100	100

Measures - Waste and cleansing

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Satisfaction measures to maintain or improve*	Result 2018	Result 2019
Clean town centres and villages: compliance with schedules	100%	100%	100%	Annual	Domestic waste collection service	3.92	3.84
Domestic waste and recycling services: compliance with schedules	100%	100%	100%	Quarterly	Household bulky goods collections	3.67	3.73
Reports of missed waste collection services	0.12%	< 1%	< 1%	Quarterly	Cleaning of villages and town centres	3.70	3.73
Domestic waste diverted from landfill	65%	60%	60%	Annual	*Mean score out of 5 in our community survey.		
Domestic waste per capita (kg/year)	398	< 420	< 420	Annual			

Income and expenditure - Waste and cleansing

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000		Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	28	43	44	46	47	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	39	45	45	45	45	Surplus/(deficit) from operations including capital grants and contributions	(61,094)	(59,634)	(60,962)	(62,419)	(63,955)
Other revenues	859	709	731	755	780	Rates and annual charges and reserves					
Grants and contributions - operating purposes	314	254	254	254	254	Rates and annual charges	56,883	59,758	61,198	62,711	64,327
Gains on disposal of assets	-	-	-	-	-	Transfer (to)/from Domestic Waste Reserve	4,211	(124)	(236)	(292)	(372)
Total income from continuing operations	1,239	1,051	1,074	1,100	1,126	Full time equivalent positions (FTE)	78.9	81.1	-	-	-
Expenses from continuing operations											
Employee benefits and oncosts	(7,838)	(8,186)	(8,442)	(8,706)	(8,979)						
Borrowing costs	-	(273)	(240)	(206)	(172)						
Materials and services	(45,961)	(44,682)	(45,704)	(46,800)	(47,973)						
Depreciation and amortisation	(1,666)	(2,773)	(2,804)	(2,854)	(2,893)						
Other expenses	(2,140)	-	-	-	-						
Internal charges	(2,977)	(3,004)	(3,051)	(3,117)	(3,189)						
Overhead allocation	(1,751)	(1,767)	(1,795)	(1,834)	(1,876)						
Total expenses from continuing operations	(62,333)	(60,685)	(62,037)	(63,518)	(65,081)						
Surplus/(deficit) from continuing operations	(61,094)	(59,634)	(60,962)	(62,419)	(63,955)						

Kimbriki Resource Recovery Centre

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Business Units:

Waste Management and Cleansing

Service Information:

Kimbriki aims to deliver long term reliable, responsible and sustainable waste management and recycling services to the local community. It receives over 300,000 tonnes of material onsite each year and around 80 per cent of this is recycled. There are around 4,000 visits each year to Eco House and Garden for education on sustainability, and to the Buy Back Centre which sells salvaged building materials and furniture.

Ongoing services and programs:

G4 Operation of Kimbriki landfill

G22 and recycling facility

G6 Education via Eco-House and Garden

Supporting CSP Goals:

G4

G6

G22

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G4 G6	Research and develop improved resource recovery consistent with the endorsed Business Plan, reviewed annually	•	•	•	•
G4 G6	Expand the sustainability hub and enhance social enterprise opportunities	•	•		

Capital projects

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Kimbriki improvements					
G4	Kimbriki clean water diversion system	7,600	3,646	-	-
G4	Kimbriki gas capture system	110	110	110	110
G4	Kimbriki cell develop western shelf	1,898	-	-	-
G4	Kimbriki future cell development	-	108	1,838	1,535
G4	Kimbriki cell develop mid-west landfill	49	739	271	-
G4	Kimbriki vehicles	150	150	400	150
G4	Kimbriki renewal program	579	600	600	600
G4	Kimbriki other	68	70	72	224
Total		10,454	5,423	3,291	2,620

Measures - Kimbriki Resource Recovery Centre

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency
Total waste from all sources diverted from landfill onsite	Q 80% A 80%	82%	82%	Quarterly/ Annual
Waste diverted from landfill in the Mixed Waste section onsite from all sources	Q 4.8% A 5.1%	10%	10%	Quarterly/ Annual
Compliance with environmental requirements	100%	100%	100%	Annual

Income and expenditure - Kimbriki Resource Recovery Centre

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations					
User charges and fees	35,311	36,951	38,100	39,342	40,636
Investment fees and revenues	306	54	55	56	57
Other revenues	3,136	2,887	2,977	3,074	3,175
Grants and contributions - operating purposes	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	38,754	39,892	41,132	42,472	43,869
Expenses from continuing operations					
Employee benefits and oncosts	(5,306)	(4,932)	(5,086)	(5,245)	(5,409)
Borrowing costs	(2,135)	(1,748)	(1,810)	(1,829)	(1,850)
Materials and services	(18,156)	(18,464)	(18,754)	(19,161)	(19,598)
Depreciation and amortisation	(2,961)	(3,369)	(3,406)	(3,468)	(3,515)
Other expenses	(7,937)	(8,375)	(8,506)	(8,691)	(8,889)
Internal charges	-	-	-	-	-
Overhead allocation	-	-	-	-	-
Total expenses from continuing operations	(36,495)	(36,888)	(37,563)	(38,394)	(39,261)
Surplus/(deficit) from continuing operations	2,258	3,004	3,569	4,078	4,608

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	2,258	3,004	3,569	4,078	4,608
Rates and annual charges and reserves					
Rates and annual charges	-	-	-	-	-

Strategic land use planning

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

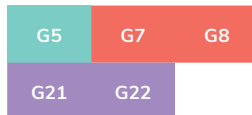
● Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:



Business units:

Strategic and Place Planning

Service information:

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

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

Ongoing services and programs:

- G5** Develop land use planning policies to guide development
- G7** Assess planning proposals lodged by external parties
- G21** Manage Local Environmental Plans and Development Control Plans
- G7** Provision of planning certificates
- G7** Prepare and update contribution plans
- G8** Protect Aboriginal, non-Aboriginal and environmental heritage
- G8** Strategic and land use planning including urban design
- G7** Prepare place plans and structure plans
- G7** Manage land release areas
- G22** Advocate for community needs with Greater Sydney Commission, NSW Planning, Industry and Environment and other stakeholders

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G5 G7	Prepare Northern Beaches Local Environmental Plan, Development Control Plan and associated studies	•	•		
G5	Frenchs Forest precinct planning for a sustainable area with Green Star Communities rating	•	•		
G7	Complete Brookvale Structure Planning and Rezoning – to revitalise Brookvale town centre	•	•		
G5 G7	Ingleside Precinct – work with Department of Planning, Industry and Environment on the potential land release	•	•		
G8	Develop Place Plans for Mona Vale, Avalon, Manly and other centres on a rolling program	•	•	•	•

Strategic land use planning

Measures - Strategic land use planning

Performance measures	Result	Target	Target	Frequency	Satisfaction measures to maintain or improve *	Result 2018	Result 2019
	2020/21	2020/21	2021/22				
Planning proposals assessed within 90 days from lodgement to submitting report to Local Planning Panel (LPP)	75%	80%	80%	Annual	Managing development (land use planning)	2.82	2.81
					* Mean score out of 5 in our community survey.		

Income and expenditure - Strategic land use planning

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000		Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	926	1,122	1,156	1,194	1,233	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(5,741)	(5,970)	(6,122)	(6,295)	(6,475)
Other revenues	-	-	-	-	-	Rates and annual charges and reserves					
Grants and contributions - operating purposes	358	366	366	366	366	Rates and annual charges	5,490	5,818	5,939	6,170	6,363
Gains on disposal of assets	-	-	-	-	-	Tfr (to)/from Developer Contributions reserves	250	152	183	125	112
Total income from continuing operations	1,284	1,487	1,522	1,560	1,599	Full time equivalent positions (FTE)	34.7	33.7	-	-	-
Expenses from continuing operations											
Employee benefits and oncosts	(4,344)	(4,543)	(4,685)	(4,832)	(4,983)						
Borrowing costs	-	-	-	-	-						
Materials and services	(1,342)	(1,528)	(1,552)	(1,586)	(1,622)						
Depreciation and amortisation	(47)	(78)	(79)	(80)	(81)						
Other expenses	(670)	(676)	(687)	(702)	(718)						
Internal charges	(248)	(210)	(213)	(218)	(223)						
Overhead allocation	(373)	(422)	(428)	(438)	(448)						
Total expenses from continuing operations	(7,024)	(7,457)	(7,644)	(7,855)	(8,074)						
Surplus/(deficit) from continuing operations	(5,741)	(5,970)	(6,122)	(6,295)	(6,475)						

Development assessment

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Business units:

Development Assessment

Service information:

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

Supporting CSP Goals:

G5	G7	G8
G19		

Ongoing services and programs:

- G7** Provide a pre-lodgement service for applicants
- G5** Assess Development Applications, including coordinating internal and external specialist advice
- G19** Manage independent assessment panels – including the Northern Beaches Local Planning Panel, and the Design and Sustainability Review Panel
- G19** Manage the internal Development Determination Panel
- G8** Maintain Development Application assessment systems in alignment with current legislation

Measures

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Satisfaction measures to maintain or improve	Result 2018	Result 2019
Time for 90% of Development Applications, Modifications and Reviews to be determined (average no. days)	Q 66 av. A 66	75	75	Quarterly/ Annual	Development approvals process	2.74	2.67
Outstanding Development Applications, Modifications and Reviews older than 100 days (since application received)	Q 13% av. A 16%	<20%	<20%	Quarterly/ Annual	* Mean score out of 5 in our community survey. While this community survey reaches a representative sample of all residents, many of whom may not use this service, our staff also conduct separate direct surveys of clients that use this service.		



Income and expenditure - Development assessment

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	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations					
User charges and fees	2,528	3,200	3,300	3,407	3,519
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	2,528	3,200	3,300	3,407	3,519
Expenses from continuing operations					
Employee benefits and oncosts	(5,216)	(5,386)	(5,554)	(5,728)	(5,907)
Borrowing costs	-	-	-	-	-
Materials and services	(456)	(580)	(589)	(602)	(616)
Depreciation and amortisation	(88)	(113)	(115)	(117)	(118)
Other expenses	-	-	-	-	-
Internal charges	(218)	(203)	(206)	(210)	(215)
Overhead allocation	(666)	(672)	(682)	(697)	(713)
Total expenses from continuing operations	(6,644)	(6,954)	(7,146)	(7,354)	(7,569)
Surplus/(deficit) from continuing operations	(4,116)	(3,754)	(3,847)	(3,947)	(4,050)

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(4,116)	(3,754)	(3,847)	(3,947)	(4,050)
Rates and annual charges and reserves					
Rates and annual charges	4,116	3,754	3,847	3,947	4,050
Full time equivalent positions (FTE)	47.6	47.6	-	-	-

Environmental compliance

● Environment

Protection of the
Environment

Environmental
Sustainability

● Social

Places for
People

Community and
Belonging

● Economic

Vibrant Local
Economy

Transport, Infrastructure
and Connectivity

● Civic

Good
Governance

Partnership and
Participation



Supporting CSP Goals:

G1

G8

G11

Business units:

Environmental Compliance

Service information:

Safeguarding public health, safety and the natural environment, this service educates the community and business as well as regulates and enforces laws. It responds to over 27,000 community requests each year relating to concerns on public and private land, including pollution, illegal development, fire safety, animal management, food safety and public health. The service undertakes 1,000 proactive actions a year including inspections of food shops and cooling towers, and regular food safety education seminars which help to reduce the incidence of food-related illness.

Ongoing services and programs:

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

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G8 G11	Review environmental compliance tools and procedures to improve customer experience	•	•	•	•

Measures - Environmental compliance

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Satisfaction measures to maintain or improve*	Result 2018	Result 2019
Critical and high-risk public health inspections completed, in line with schedule	Q 36% av. A 84%	100%	100%	Quarterly/ Annual	Food safety standards of retail food outlets	3.84	3.87
Critical and high-risk retail food premises inspections completed, in line with schedule	Q 23% av. A 18%	100%	100%	Quarterly/ Annual	Companion animal management	3.46	3.36
Free environmental health seminars for small businesses	1	2	2	Annual	Litter control and rubbish dumping	3.50	3.48
Proactive sediment and erosion control blitzes of construction sites	1	1	1	Annual	Environmental protection and regulation	3.44	3.35

* Mean score out of 5 in our community survey.

Income and expenditure -Environmental compliance

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000		Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	2,169	2,331	2,404	2,482	2,564	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(3,689)	(3,310)	(3,760)	(4,203)	(4,657)
Other revenues	7,971	8,178	8,027	7,911	7,797	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	3,689	3,310	3,760	4,203	4,657
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	88.3	91.9	-	-	-
Total income from continuing operations	10,140	10,509	10,431	10,394	10,361						
Expenses from continuing operations											
Employee benefits and oncosts	(9,608)	(10,003)	(10,316)	(10,639)	(10,972)						
Borrowing costs	-	-	-	-	-						
Materials and services	(1,827)	(1,727)	(1,754)	(1,792)	(1,833)						
Depreciation and amortisation	(150)	(219)	(221)	(225)	(228)						
Other expenses	(172)	(2)	(2)	(2)	(2)						
Internal charges	(894)	(681)	(692)	(707)	(723)						
Overhead allocation	(1,177)	(1,188)	(1,207)	(1,233)	(1,261)						
Total expenses from continuing operations	(13,829)	(13,819)	(14,191)	(14,597)	(15,018)						
Surplus/(deficit) from continuing operations	(3,689)	(3,310)	(3,760)	(4,203)	(4,657)						

Parks and recreation

Environment

Protection of the Environment

Environmental Sustainability

Social

Places for People

Community and Belonging

Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:

G4	G5	G8
G9	G11	G20
G22		

Business units:

Parks and Recreation, Property, Capital Projects

Service information:

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

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

Ongoing services and programs:

- G9** Manage open space and coordinate bookings of sportsfields and facilities
- G11** Provide a professional beach Lifeguard service
- G9** Manage and maintain open spaces including parks, beaches, rockpools, commercial centres and town villages
- G4** Plan and renew open space assets such as playgrounds, skate parks, sportsfields
- G9** as playgrounds, skate parks, sportsfields
- G5** Tree management (trees on public land and requests for pruning or removal of trees on private land)
- G8**
- G22** Administer the Sports and Recreation Infrastructure Grants Program
- G9** Develop strategies, policies and plans for sports, recreation and open space

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G9 G20	Undertake plan of management reviews as required	•	•		
G9 G20	Develop an Open Space Strategy	•			
G5	Develop an 'Iconic Tree Register'	•			
G9 G22	Work in partnership with School Infrastructure NSW and other government agencies to facilitate the use of school land by our community.	•	•	•	•

Capital projects

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Foreshore and building improvements					
G5	Foreshores renewal program	1,835	2,480	2,135	1,370
G5 G8	Mona Vale Surf Life Saving Club - new building works	8,704	-	-	-
G5 G8	Long Reef Surf Life Saving Club - new building works	6,153	-	-	-
G5 G8	Surf Life Saving Club minor renewal works	300	1,000	1,000	1,000
G5 G8	Surf Life Saving Club major renewal works	1,000	1,000	1,000	1,000
G8 G9	Little Manly Beach Masterplan Implementation	690	500	-	-
G8 G9	Mona Vale Beach Upgrade	324	308	-	-
G2	Headland fencing and other measures	200	-	-	-
G8 G9	Rockpool renewal program	120	520	920	920
G8 G9	Dinghy storage	40	40	40	40
G8 G9	Tidal pools refurbishment	700	500	500	500

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Playground improvements					
G8 G9	Connecting all Through Play - Inclusive Play	541	-	-	-
G8 G9	Playground renewal program	625	800	635	900
G8 G9	Little Manly Point Reserve Playground Upgrade	300	-	-	-
G8 G9	Jacka Park Playground Upgrade	125	-	-	-
G8 G9	Griffith Park Playground Upgrade	125	-	-	-
G8 G9	Trafalgar Park Playground Upgrade	30	-	160	-
G8 G9	Ashley Pde, Fairlight New Playground	-	-	50	-
G8 G9	Dee Why Beach (Michaela Howie) Playground Upgrade	-	230	-	-
Recreational trails					
G5 G9	Recreational trails renewal program	514	430	420	420
G5 G9	Manly Dam Mountain Bike Trail Upgrade	-	50	1,000	-
Reserves and parks improvements					
G8 G9	North Curl Curl youth facility carpark	680	-	-	-
G8 G9	Youth facilities	165	-	-	-
G8 G9	Tania Park youth space	-	60	-	-
G8 G9	Beverly Job Reserve Youth Space	-	-	-	200
G8 G9	Wyatt Avenue open space Belrose	98	-	-	-
G8 G9	Frenchs Forest Precinct Park Upgrades	300	2,162	3,704	-
G8 G9	Reserves renewal program	595	495	530	590

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
G8 G9	Freshwater Beach masterplan implementation	301	1,200	500	900
G8 G9	Reserve pathway and lighting - new	-	293	300	-
G8 G9	Clontarf masterplan implementation	-	-	200	1,000
G8 G9	Ivanhoe Park Masterplan Implementation	253	-	-	-
G8 G9	Lynne Czimmer Park, Warriewood	1,162	641	-	-
G8 G9	North Harbour Reserve Upgrade	-	-	200	-
G8 G9	Lionel Watts Fitness space	-	80	-	-
G8 G9	Forestville War Memorial - Field Fitness station	-	60	-	-
Sportsgrounds improvements					
G8 G9	Sports club capital assistance program	100	100	100	100
G8 G9	Connecting all Through Play - Active Play	373	-	-	-
G8 G9	Synthetic sportsground conversion	-	-	-	4,030
G8 G9	Brookvale Oval upgrade	1,000	-	-	-
G8 G9	Sportsfield renewal program	1,500	1,390	1,300	2,025
Town centre and village upgrades					
G5 G9	Commerical centre upgrade program	635	-	-	-
G5 G9	Commercial centre renewal program	480	300	1,700	1,200
G5 G9	West Esplanade activation plan	450	-	-	-
Total		30,418	14,639	16,394	16,195

Measures - Parks and recreation

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Satisfaction measures to maintain or improve*	Result 2018	Result 2019
Rockpools cleaned weekly during summer season and every two weeks outside of summer	Q 98% A 98%	95%	95%	Quarterly/ Annual	Provision of lifeguards on beaches	4.46	4.43
Sportsfields mowed weekly in summer playing season and monthly in winter	Q 98% A 96%	95%	95%	Quarterly/ Annual	Parks and recreation areas (including playgrounds)	3.78	3.88
No. trees planted on public land per year	8,706	5,000	5,000	Annual	Sporting fields and amenities	3.70	3.72
Availability of sportsfields out of school hours as a result of improvement works (playing hours/week)	4,405	4,400	4,400	Annual	Management of trees	3.28	3.25
					Trails and tracks	3.62	3.77
					Keeping town centres and villages vibrant (e.g. activities, mixed uses, landscaping)	3.35	3.44
Workload measures							
				Frequency			
No. preventative actions by professional lifeguards on patrolled beaches	Q 92,874 av. A 322,879	-	-	Quarterly/ Annual			

* Mean score out of 5 in our community survey.



Income and expenditure - Parks and recreation

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000		Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	2,159	2,420	2,495	2,576	2,661	Grants and contributions - capital purposes	8,473	8,521	2,162	3,704	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(25,874)	(26,916)	(34,170)	(33,495)	(38,081)
Other revenues	193	202	208	215	222	Rates and annual charges and reserves					
Grants and contributions - operating purposes	45	250	50	50	50	Rates and annual charges	34,337	35,438	36,332	37,199	38,081
Gains on disposal of assets	-	-	-	-	-	Trf from Merger Savings Fund	10	-	-	-	-
Total income from continuing operations	2,397	2,871	2,753	2,841	2,933	Full time equivalent positions (FTE)	146.4	146.0	-	-	-
Expenses from continuing operations											
Employee benefits and oncosts	(12,607)	(12,949)	(13,354)	(13,772)	(14,203)						
Borrowing costs	-	-	-	-	-						
Materials and services	(13,627)	(14,071)	(14,292)	(14,602)	(14,935)						
Depreciation and amortisation	(5,081)	(5,866)	(5,931)	(6,038)	(6,120)						
Other expenses	(305)	(256)	(260)	(266)	(272)						
Internal charges	(1,404)	(1,412)	(1,435)	(1,466)	(1,499)						
Overhead allocation	(3,721)	(3,755)	(3,814)	(3,896)	(3,985)						
Total expenses from continuing operations	(36,744)	(38,309)	(39,085)	(40,040)	(41,014)						
Surplus/(deficit) from continuing operations	(34,347)	(35,438)	(36,332)	(37,199)	(38,081)						

Children's services

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:

G8	G9	G11
G12		

Business units:

Children's Services, Property

Service information:

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

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

Ongoing services and programs:

- G11** Manage seven long day care centres at Belrose, Dee Why, Narrabeen, Brookvale (2), Seaforth and Fairlight
- G11** Manage two pre-schools at Balgowlah and Manly
- G11** Manage family day care at 60 locations
- G9** Manage vacation care in Forestville, Cromer, Manly Vale and Curl Curl
- G11** Provide occasional care services
- G12** Provide children with additional needs the opportunity to participate in quality early education and vacation care programs
- G11** Provide quality education and care that meets or exceeds the National Quality Standard

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G11 G8 G12	Implement the Children's Services Strategy	•	•	•	•

Capital projects

CSP	Projects	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Childcare buildings					
G8 G11	Children's centres works program	400	150	150	150
Total		400	150	150	150

Measures

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency
No. children attending Long Day Care programs	761	700	700	Quarterly
No. children attending Family Day Care programs	378	380	380	Quarterly
No. children attending Pre School programs	152	100	100	Quarterly
No. children attending Vacation Care programs	Q1,2,4 470 Q3 537	Q1,2,4 400 Q3 600	Q1,2,4 350 Q3 525	Quarterly
Childcare services that meet/ exceed standard for National Quality Framework	100%	100%	100%	Annual

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

Satisfaction measures to maintain or improve*	Result 2018	Result 2019
Provision of childcare services	3.23	3.50

* Mean score out of 5 in our community survey. While this community survey reaches a representative sample of all residents, many of whom may not use this service, our staff also conduct separate direct surveys of clients that use this service



Income and expenditure - Children's services

85

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations					
User charges and fees	13,312	13,432	14,101	14,560	15,039
Investment fees and revenues	-	-	-	-	-
Other revenues	8	4	4	4	4
Grants and contributions - operating purposes	923	1,307	1,307	1,307	1,307
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	14,243	14,743	15,411	15,871	16,350
Expenses from continuing operations					
Employee benefits and oncosts	(11,540)	(11,541)	(11,902)	(12,275)	(12,659)
Borrowing costs	-	(1)	(0)	-	-
Materials and services	(2,264)	(2,059)	(2,092)	(2,137)	(2,186)
Depreciation and amortisation	-	(61)	(62)	(63)	(63)
Other expenses	(1)	-	-	-	-
Internal charges	(528)	(510)	(518)	(529)	(541)
Overhead allocation	(763)	(770)	(782)	(799)	(817)
Total expenses from continuing operations	(15,096)	(14,942)	(15,355)	(15,802)	(16,266)
Surplus/(deficit) from continuing operations	(853)	(199)	56	69	84

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(853)	(199)	56	69	84
Rates and annual charges and reserves					
Rates and annual charges	853	199	-	-	-
Full time equivalent positions (FTE)	113.2	113.8	-	-	-

Community, arts and culture

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:

G8	G9	G10
G11	G12	G22

Business units:

Community Arts and Culture, Property, Capital Projects

Service information:

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

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

Ongoing services and programs:

- G11** Partner with the community in broad
- G12** community development, and targeted
- G22** initiatives for aged, disability, youth, family and CALD
- G9** Undertake strategic social and cultural planning
- G11** Coordinate initiatives in community safety, volunteering, Meals on Wheels, mental health, domestic violence and homelessness
- G12** Provide Youth and Family Counselling Services
- G8** Disability liaison, education and awareness
- G9** Manage Community Centres and hubs for
- G22** community organisations
- G10** Undertake arts and cultural development, including our small grants program, and integration of art into public spaces
- G10** Enhance creative spaces and opportunities for creative expression
- G10** Manage Glen Street Theatre and the Manly Art Gallery and Museum

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G12	Develop a new Disability Inclusion Action Plan	•			
G9	Deliver creative spaces at Mona Vale Civic Centre	•			
G9	Plan for a creative and community precinct at Mona Vale	•	•		
G9	Deliver the Performance Space at Mona Vale Public School with the State Government	•			
G11	Develop wellbeing indicators to measure community resilience, capacity and connections	•			
G11	Implement Gatekeeper Training Program for suicide prevention	•	•		
G10	Implement Coast Walk Public Art Strategic Plan	•	•		
G8	Develop a Social Sustainability Strategy and action plans to address community priorities	•	•	•	•
G11	Investigate the establishment of Community Service Hubs in strategic locations	•			
G10	Develop a plan for Glen Street Theatre, including the activation of the former restaurant site	•			

Capital projects

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Community centre improvements					
G9	Warriewood Valley Community Centre new works	8,566	1,785	-	-
G9	Community buildings works program	392	600	1,000	1,600
G9	Community centres minor works program	150	150	150	150
Cultural improvements					
G10	Coast Walk - art trail	987	450	-	-
G10	Coast Walk Aboriginal Art and Storytelling - Grant funds	270	-	-	-
G10	Glen Street Theatre renewal works	60	65	150	150
Total		10,425	3,050	1,300	1,900

Measures - Community, arts and culture

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Workload measures	Frequency		
No. volunteers who actively participate in ongoing Council programs	Q 790 A 1,124	Q 650 A 1,500	Q 650 A 1,500	Quarterly/ Annual	No. information and referral enquiries	511	-	- Annual
No. community centre bookings	Q1 8,314 Q2 7,180 Q3 7,233 Q4 8,823	Q1 9,270 Q2 8,450 Q3 7,500 Q4 9,000	Q1 9,270 Q2 8,450 Q3 7,500 Q4 9,000	Quarterly	Satisfaction measures to maintain or improve*			
Community Centres: hirer satisfaction (mean score of hirers survey, out of 5)	4.52	4.00	4.00	Annual	Facilities and services for youth	3.22		3.21
No. meal services	Q 4,330 A 17,364	Q 4,500 A 18,000	Q 4,500 A 18,000	Quarterly/ Annual	Facilities and services for older people	3.33		3.53
No. clients for youth and family counsellors	750	250	250	Annual	Facilities and services for people with disabilities	3.22		3.23
No. youth and family counselling sessions	954	800	800	Annual	Arts and cultural facilities (e.g. Glen St Theatre, Manly Art Gallery and Museum)	3.37		3.55
No. attending arts and culture events/ performances	63,760	123,400	123,400	Annual	Community centres	3.50		3.51
No. attending community development events/ programs	11,671	17,300	17,300	Annual	* Mean score out of 5 in our community survey.			
No. networks and partnerships with community groups/organisations	19	15	15	Annual				

Income and expenditure - Community, arts and culture

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000		Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	3,123	4,353	4,489	4,635	4,788	Grants and contributions - capital purposes	20	70	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(8,136)	(7,146)	(7,408)	(7,596)	(7,790)
Other revenues	731	831	856	884	913	Rates and annual charges and reserves					
Grants and contributions - operating purposes	855	3,190	812	812	812	Rates and annual charges	7,992	7,127	7,278	7,466	7,666
Gains on disposal of assets	-	-	-	-	-	Tfr (to)/from Merger Savings Fund, Meals on Wheels and Manly Art Gallery reserves	164	89	130	130	124
Total income from continuing operations	4,709	8,374	6,157	6,332	6,513	Full time equivalent positions (FTE)	56.5	55.6	-	-	-
Expenses from continuing operations											
Employee benefits and oncosts	(7,099)	(7,146)	(7,370)	(7,600)	(7,838)						
Borrowing costs	-	-	-	-	-						
Materials and services	(3,114)	(3,732)	(3,791)	(3,873)	(3,961)						
Depreciation and amortisation	(1,009)	(721)	(729)	(742)	(752)						
Other expenses	(255)	(2,911)	(579)	(592)	(605)						
Internal charges	(334)	(237)	(241)	(246)	(252)						
Overhead allocation	(1,052)	(842)	(855)	(874)	(894)						
Total expenses from continuing operations	(12,865)	(15,590)	(13,565)	(13,927)	(14,303)						
Surplus/(deficit) from continuing operations	(8,156)	(7,216)	(7,408)	(7,596)	(7,790)						

Library services

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:

G8	G9	G12
G18	G22	

Business units:

Library Services, Property

Service information:

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

The library branches are communal spaces spread across the local area located in Dee Why, Forestville, Glen Street in Belrose, Manly, Mona Vale and Warringah Mall in Brookvale. The service supports four community libraries in Avalon, Terrey Hills, Seaforth and Harbord and provides a Home Library Service for those unable to visit a branch. The services extend beyond lending items to include access to tutorials and databases, unique local history collections, and streaming documentaries and movies. Programs offered include technology help, author talks, children's early literacy activities, school holiday workshops and HSC lock-in events.

Ongoing services and programs:

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

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G12	Develop a program of works for digitising library resources	•			
G9	Review and implement opportunities for 24/7 access to the physical library space	•	•	•	•
G8	Achieve dementia friendly accreditation across appropriate Library Services	•	•		
G9	Develop a Library Strategy	•	•		

Capital projects

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Community space and learning					
G9	Library local priority grant purchases	236	184	56	56
G12	Library books - replacement	1,235	1,291	1,351	1,401
Library upgrades					
G9	Public Library Infrastructure Grant	500	-	-	-
G9	Mona Vale Library - Upgrades and New Works	283	-	-	-
G9	Library Buildings works program	-	100	150	150
G9	Forestville Library upgrades	127	100	-	-
Total		2,381	1,675	1,557	1,607

Measures - Library services

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Satisfaction measures to maintain or improve*	Result 2018	Result 2019
No. library memberships	194,970 av.	180,000	195,000	Quarterly	Library services	3.95	4.02
No. youth library memberships	35,826 av.	32,000	36,000	Quarterly	* Mean score out of 5 in our community survey. While this community survey reaches a representative sample of all residents, many of whom may not use this service, our staff also conduct separate direct surveys of clients that use this service (table above).		
Annual growth in e-loans	26%	10%	10%	Annual			
Satisfaction with library programs (Net Promoter Score: % Promoters)	81%	50%	50%	Annual			
Satisfaction with Home Library Service (Net Promoter Score: % Promoters)	89%	50%	50%	Annual			

Income and expenditure - Library services

93

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations					
User charges and fees	181	138	143	147	152
Investment fees and revenues	-	-	-	-	-
Other revenues	154	100	103	107	110
Grants and contributions - operating purposes	80	745	745	745	745
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	416	983	991	999	1,007
Expenses from continuing operations					
Employee benefits and oncosts	(7,342)	(7,606)	(7,844)	(8,090)	(8,343)
Borrowing costs	-	-	-	-	-
Materials and services	(945)	(846)	(817)	(835)	(854)
Depreciation and amortisation	(1,766)	(1,862)	(1,883)	(1,916)	(1,943)
Other expenses	(117)	(118)	(120)	(122)	(125)
Internal charges	(129)	(95)	(97)	(99)	(101)
Overhead allocation	(1,025)	(1,034)	(1,050)	(1,073)	(1,097)
Total expenses from continuing operations	(11,323)	(11,562)	(11,811)	(12,136)	(12,464)
Surplus/(deficit) from continuing operations	(10,908)	(10,579)	(10,821)	(11,138)	(11,457)

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	717	736	184	56	56
Surplus/(deficit) from operations including capital grants and contributions	(10,191)	(9,843)	(10,637)	(11,082)	(11,402)
Rates and annual charges and reserves					
Rates and annual charges	10,908	10,579	10,821	11,138	11,457
Full time equivalent positions (FTE)	80.3	79.2	-	-	-

Transport, traffic and active travel

Environment

Protection of the Environment

Environmental Sustainability

Social

Places for People

Community and Belonging

Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:

G6	G8	G16
G17	G22	

Business units:

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

Service information:

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

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

Ongoing services and programs:

G16 Plan and deliver road-related infrastructure projects

G16 Maintain and renew road related infrastructure assets

G17 Maintain and renew car parking facilities

G17 Manage supply of public parking, including beach/ foreshore reserve carparks and parking stations

G17 Plan and deliver shared /cycling paths and bike storage facilities

G16 Manage and install traffic facilities on local roads

G16 Manage wharves, jetties and harbour tidal pools

G17 Develop and implement effective road safety campaigns and programs

G16 Provide public bus shelters and stops, and the Hop Skip Jump community bus service

G22 Lobby and partner government to improve transport outcomes for the road network, active travel and public transport

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G8	Develop accessibility maps for all major town and village centres	•			
G16 G22	Develop Transport Plans to support the Transport Strategy – Parking, Public Transport, and Freight Plan	•	•	•	
G17 G22	Implement Transport Plans which support the Transport Strategy – Parking, Bike, Road Safety, Public Transport, and Freight Plan	•	•	•	•
G6 G17	Implement the Walking Plan and Pedestrian Access and Mobility Plans	•	•	•	•
G16 G17	Plan smart parking infrastructure across the Northern Beaches	•	•	•	•
G16 G17	Undertake a review of the community transport service	•	•		

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Active travel – cycleways and footpaths											
G17	New Footpaths	1,500	3,000	2,878	3,000	G16	Scotland Island roads and drainage improvements	300	150	220	300
G17	Footpath renewal works	1,310	1,480	1,570	1,697	G16	Warriewood Valley – traffic and transport infrastructure	1,344	2,000	1,500	244
G17	Bike Plan implementation - new works	390	390	590	390	G16	Church Point - new infrastructure	1,101	-	-	-
G17	Connecting Communities - footpaths program	1,502	-	-	-	G16	Retaining wall renewal works	1,100	745	710	621
G17	Connecting Communities - cycleways program	5,321	-	-	-	G16	Narrabeen Lagoon Pedestrian and Cycle Bridge	4,678	-	-	-
G17	Church Point masterplan - boardwalk extension	1,556	-	-	-	G16	Bridge renewal works	1,685	-	-	-
G17	Fern Creek Bridge and Shared Paths	419	290	-	-	Car parks and parking stations					
G17	Shared path from Bline Stop to Boondah Rd	-	202	-	-	G16	Car park renewal works	719	751	774	797
G17	Brands Lane to McPherson St Shared Path	-	-	-	373	G16	Multi storey carpark renewal works	100	100	100	100
G17	Triangle Park North - Dee Why Town Centre	200	-	-	-	Wharf upgrades					
Road and related infrastructure upgrades						G16	Church Point commuter wharf expansion	340	-	-	-
G16	New traffic facilities	400	840	500	500	G16	Wharves works program	1,370	1,370	1,500	700
G16	Traffic facility delivery - accelerated	697	-	-	-	G16	Carol's Wharf Renewal	669	-	-	-
G16	Road resheeting program	7,794	8,131	8,319	8,512	G16	Bells Wharf Renewal	851	-	-	-
G16	Kerb and gutter new works	338	563	300	300	Plant and fleet					
G16	Kerb and gutter renewal works	1,514	1,700	1,785	1,875	G16	Major plant renewal	899	1,536	1,005	1,587
G16	Bus stop infrastructure new	-	150	170	180	G16	Light fleet renewal	3,018	3,411	3,935	3,782
G16	Bus stop renewal works	98	90	100	107	Total					
G16	Safer Schools infrastructure - school zones	7,761	-	-	-			48,974	26,900	25,955	25,064

Measures - Transport, traffic and active travel

97

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Satisfaction measures to maintain or improve*	Result 2018	Result 2019
Works on schedule for active travel assets	100%	100%	100%	Quarterly	Condition of local roads	2.92	3.12
Road renewals program on schedule	100%	100%	100%	Quarterly	Footpaths	3.00	3.21
New assets completed for the planned active travel program	100%	100%	100%	Annual	Bike paths	2.88	3.20
Condition of local roads - average pavement condition rated very good to satisfactory	93.5%	90%	90%	Annual	Bus shelters	3.55	3.62
No. Hop Skip Jump bus passenger trips	178,299	330,000	330,000	Annual	Parking	2.90	2.80
Public transport patronage - bus trips locally and to city, Chatswood and Macquarie Park	22.4m	37.0m	37.0m	Annual	Traffic management	2.75	2.80
					Wharves and boat ramps	3.37	3.65

* Mean score out of 5 in our community survey.



Income and expenditure - Transport, traffic and active travel

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000		Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	13,443	17,776	18,108	18,464	18,828	Grants and contributions - capital purposes	16,609	26,278	1,877	1,877	1,877
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	2,044	14,488	(10,368)	(10,800)	(11,210)
Other revenues	1,382	892	920	950	981	Rates and annual charges and reserves					
Grants and contributions - operating purposes	4,275	4,105	4,077	4,077	4,077	Rates and annual charges	14,565	11,790	12,245	12,677	13,088
Gains on disposal of assets	470	608	190	211	208	Full time equivalent positions (FTE)	128.0	126.9	-	-	-
Total income from continuing operations	19,570	23,381	23,295	23,701	24,094						
Expenses from continuing operations											
Employee benefits and oncosts	(11,666)	(11,982)	(12,357)	(12,744)	(13,143)						
Borrowing costs	-	-	-	-	-						
Materials and services	(14,156)	(13,495)	(13,402)	(13,693)	(14,005)						
Depreciation and amortisation	(12,795)	(14,171)	(14,328)	(14,587)	(14,785)						
Other expenses	-	-	-	-	-						
Internal charges	8,323	8,146	8,274	8,454	8,646						
Overhead allocation	(3,840)	(3,669)	(3,727)	(3,808)	(3,894)						
Total expenses from continuing operations	(34,135)	(35,171)	(35,540)	(36,378)	(37,181)						
Surplus/(deficit) from continuing operations	(14,565)	(11,790)	(12,245)	(12,677)	(13,088)						

Economic development, events and engagement

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:

G8	G10	G11
G13	G15	G21

Business units:

Community Engagement and Communications, Capital Projects

Service information:

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

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

Ongoing services and programs:

- G8** Deliver a seminar on inclusive employment practices and benefits for local businesses
- G10** Deliver major community and civic events
- G15** Enhance economic development and tourism initiatives and projects
- G13** Support and promote local businesses and industry, and sustainable business practices
- G11** Provide place making projects, liaison, networks, events and activities
- G21** Manage website and promotion of services, programs and events, as well as media and communications
- G21** Community engagement services

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G8 G21	Revise the Community Engagement Framework	•			
G15	Implement the Northern Beaches Destination Management Plan	•	•	•	
G15	Develop and implement an Economic Development Plan	•	•	•	

Capital Projects

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Town and village centre activations					
G8 G9	Avalon Place Plan implementation	100	1,600	1,300	800
G8 G9	Dee Why Town Centre – Design	100	-	-	-
G8 G9	Dee Why Town Centre – Construction Phase 1	827	-	-	-
Total		1,027	1,600	1,300	800

Measures - Economic development, events and engagement

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Satisfaction measures to maintain or improve *	Result 2018	Result 2019
High impact projects with a Community Engagement Plan	100%	100%	100%	Quarterly	Community events and festivals	3.63	3.71
Satisfaction with Council's key community events	83%	80%	80%	Quarterly	Consultation with the community by Council	3.12	3.04
Satisfaction with Council's business events	93%	80%	80%	Quarterly	Keeping town centres and villages vibrant (e.g. activities, mixed uses, landscaping)	3.35	3.43
Annual growth in businesses registered on Council's contact database	-7%	10%	10%	Annual	Encouraging local industry and business	3.30	3.27
High impact projects: webpages updated at least every three months	90%	85%	85%	Annual	* Mean score out of 5 in our community survey. While this community survey reaches a representative sample of all residents, many of whom may not use this service, our staff also conduct separate direct surveys of clients that use this service (table above).		
High impact projects: Council decisions communicated to stakeholders within 30 days	100%	85%	85%	Annual			

* Increased by 11,317 following an active recruitment drive

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000		Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	10	426	439	453	468	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(9,289)	(10,051)	(10,282)	(10,550)	(10,660)
Other revenues	994	434	448	463	478	Rates and annual charges and reserves					
Grants and contributions - operating purposes	20	-	-	-	-	Rates and annual charges	9,289	10,051	10,282	10,550	10,660
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	45.6	45.9	-	-	-
Total income from continuing operations	1,024	860	887	916	946						
Expenses from continuing operations											
Employee benefits and oncosts	(5,415)	(5,555)	(5,729)	(5,908)	(6,093)						
Borrowing costs	-	-	-	-	-						
Materials and services	(3,257)	(3,498)	(3,553)	(3,630)	(3,643)						
Depreciation and amortisation	(73)	(103)	(104)	(106)	(107)						
Other expenses	(107)	(331)	(336)	(343)	(251)						
Internal charges	(248)	(201)	(204)	(208)	(213)						
Overhead allocation	(1,213)	(1,224)	(1,243)	(1,270)	(1,299)						
Total expenses from continuing operations	(10,313)	(10,911)	(11,169)	(11,466)	(11,606)						
Surplus/(deficit) from continuing operations	(9,289)	(10,051)	(10,282)	(10,550)	(10,660)						

Property and facilities

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Business units:

Property, Recreation Business

Service information:

We manage and maintain over 530 community and civic buildings, including our surf clubs, two aquatic centres, libraries, community centres, arts buildings, holiday accommodation facilities at Sydney Lakeside Holiday Park and Currawong, as well as two cemeteries.

We also manage and regulate outdoor dining through a permits/licence system, and provide cleaning and maintenance of 115 public toilet facilities.

Supporting CSP Goals:

G8	G9	G11
G13	G15	G19
G20		

Ongoing services and programs:

G9 Operate Manly Andrew 'Boy' Charlton Aquatic Centre and Warringah Aquatic Centre

G8 Manage facilities within villages and town centres, including public facilities, surf life-saving club buildings, community centres and public amenities

G19 Plan, design and deliver new Council buildings and facilities

G8 Maintain and clean Council buildings and public amenities

G15 Oversee Sydney Lakeside Holiday Park and Currawong holiday accommodation

G15 Manage and monitor outdoor dining

G13 Manage leases and licences of Council property

G19 Manage and maintain cemeteries

G20 Manage Council lands

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G15	Currawong Cottages and surrounds – refurbishment, modernisation and environmental works	•			
G19	Implement the Property Strategy and associated actions	•	•	•	•
G9 G11	Focused improvement of Surf Life Saving Club facilities	•	•	•	•
G12	Implement priority accessibility improvements to property assets	•	•	•	•
G8	Continue to improve the provision and cleanliness of public amenities	•	•	•	•

Capital Projects - Property and facilities

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Aquatic centre improvements					
G9	Warringah Aquatic Centre renewal works	140	145	80	155
G9	Manly Aquatic Centre renewal works	160	170	120	190
Civic building and compliance works					
G5	Operational buildings works program	415	550	550	550
G5	Sport buildings works program	459	1,450	1,250	1,250
G5	Beach buildings works program	100	300	300	300
G8	Disability access compliance works (DDA)	-	200	200	250
G5	Building Code of Australia compliance works (BCA)	-	200	200	200
G15	Sydney Lakeside Holiday Park renewal works	238	250	400	300
G5	Currawong Cottages New Cottages, Games Room and Amenities	255	-	-	-
G8	Pittwater Golf Driving Range renewal works	50	100	150	150
Emergency buildings program					
G2	Emergency buildings works program	150	150	150	150
CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
G2	Terrey Hills Emergency Services Headquarters	164	-	-	-
G2	Duffys Forest Rural Fire Station new works	1,400	-	-	-
G11	Marine Rescue Broken Bay Building - new works	525	-	-	-
Public amenities improvements					
G9	Public amenities works program	500	1,500	1,500	1,500
G9	West Esplanade accessible amenity	-	-	50	450
G9	Little Manly Point amenity	500	-	-	-
G9	Porters Reserve clubhouse changespace	800	-	-	-
G9	Forestville Town Centre new amenities	300	-	-	-
G9	Dee Why Sports amenities	-	-	-	50
Cemetery works					
G20	Manly Cemetery Columbarium new works	370	-	-	-
G20	Mona Vale Cemetery works program	150	150	150	150
Total		6,675	5,165	5,100	5,645

Measures - Property and facilities

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Satisfaction measures to maintain or improve*	Result 2018	Result 2019
Availability of Council buildings for use by the community	100%	100%	100%	Quarterly	Condition of public toilets	2.96	2.99
Total visitation to swim centres - Manly and Warringah Aquatic Centres	Q1 186,396 Q2 217,152 Q3 256,001 Q4 237,519 A 894,068	Q1 > 194,000 Q2 > 244,000 Q3 > 265,000 Q4 > 184,200 A > 887,200	Q1 > 184,300 Q2 > 231,800 Q3 > 251,750 Q4 > 174,900 A > 842,750	Quarterly/ Annual	Facilities and services for youth	3.22	3.21
					Facilities and services for older people	3.33	3.53
					Facilities and services for people with disabilities	3.22	3.23
					Warringah and Manly Aquatic Centres	3.70	3.86
Learn to Swim attendance - Manly and Warringah Aquatic Centres	111,846	95,200	90,400	Annual	* Mean score out of 5 in our community survey.		



	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations					
User charges and fees	13,663	17,731	18,283	18,879	19,500
Investment fees and revenues	-	-	-	-	-
Other revenues	12,675	12,813	13,211	13,642	14,091
Grants and contributions - operating purposes	-	-	-	-	-
Gains on disposal of assets	(3,498)	(859)	(692)	(719)	(779)
Total income from continuing operations	22,839	29,685	30,801	31,802	32,812
Expenses from continuing operations					
Employee benefits and oncosts	(11,390)	(11,742)	(12,109)	(12,488)	(12,879)
Borrowing costs	-	-	-	-	-
Materials and services	(20,193)	(21,452)	(21,789)	(22,261)	(22,769)
Depreciation and amortisation	(6,929)	(7,613)	(7,697)	(7,836)	(7,942)
Other expenses	(1,876)	(133)	(135)	(138)	(141)
Internal charges	(423)	(401)	(407)	(416)	(426)
Overhead allocation	(4,643)	(4,685)	(4,759)	(4,862)	(4,973)
Total expenses from continuing operations	(45,454)	(46,025)	(46,896)	(48,002)	(49,130)
Surplus/(deficit) from continuing operations	(22,615)	(16,340)	(16,094)	(16,199)	(16,318)

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	3,389	1,892	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(19,226)	(14,448)	(16,094)	(16,199)	(16,318)
Rates and annual charges and reserves					
Rates and annual charges	22,891	16,805	16,567	16,682	16,812
Trf (to)/from Mona Vale Cemetery Reserve	(276)	(465)	(472)	(483)	(494)
Full time equivalent positions (FTE)	91.7	91.2	-	-	-

Governance and assurance services

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:

G19 G20 G21

Business units:

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

Service information:

Providing an integrated approach to organisational integrity, ethics and accountability, this service supports local democracy and transparency through business assurance measures.

Each year we provide secretariat functions for 10 Council meetings, plus 28 Strategic Reference Group and 39 committee meetings. We also provide secretariat services for five Audit, Risk & Improvement Committee meetings. General Counsel provides legal services to the organisation.

Ongoing services and programs:

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

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G21	Support the Local Government election	•			
G19	Induct newly elected Council	•			
G19	Deliver the internal audit program in line with the Internal Audit Strategic Plan	•	•	•	•
G20	Deliver an effective complaints management and resolution framework	•	•	•	•

Measures

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency
Council meeting minutes finalised and published within three working days of meetings	100%	100%	100%	Quarterly
Compliance with corporate governance statutory requirements	100%	100%	100%	Quarterly
Enterprise risk registers reviewed and current	100%	100%	100%	Annual
Internal audits undertaken in line with the Internal Audit Strategic Plan	80%	80%	80%	Annual

Workload measures				Frequency
No. complaints	342	-	-	Annual
No. compliments	295	-	-	Annual

Satisfaction measures to maintain or improve*	Result 2018	Result 2019
Overall performance of Mayor and Councillors	3.29	3.28

* Mean score out of 5 in our community survey.



	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000		Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'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	(11,843)	(13,351)	(12,066)	(12,365)	(12,680)
Other revenues	-	-	-	-	-	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	11,843	13,351	12,066	12,365	12,680
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	28.9	28.6	-	-	-
Total income from continuing operations	-	-	-	-	-						
Expenses from continuing operations											
Employee benefits and oncosts	(3,654)	(3,730)	(3,847)	(3,967)	(4,091)						
Borrowing costs	-	-	-	-	-						
Materials and services	(6,913)	(8,475)	(7,055)	(7,209)	(7,373)						
Depreciation and amortisation	(48)	(38)	(38)	(39)	(39)						
Other expenses	-	-	-	-	-						
Internal charges	(107)	23	23	23	24						
Overhead allocation	(1,121)	(1,131)	(1,149)	(1,174)	(1,201)						
Total expenses from continuing operations	(11,843)	(13,351)	(12,066)	(12,365)	(12,680)						
Surplus/(deficit) from continuing operations	(11,843)	(13,351)	(12,066)	(12,365)	(12,680)						

Customer service

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Business units:

Customer Service

Service information:

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

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

Supporting CSP Goals:

G11

G20

G21

Ongoing services and programs:

G20 Provide customer service centres at Avalon, Dee Why, Manly and Mona Vale

G21 Provide frontline complaints resolution and referrals

G20 Manage the Customer Relationship Management system

G11 Develop a customer-centric culture across the organisation

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G20	Develop and implement a consistent feedback approach across all customer contact channels	•	•	•	•
G11 G20	Enhance the customer experience across the organisation	•	•	•	•
G20	Improve and review the customer portal to enhance accessibility	•	•	•	•

Measures - Customer service

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Satisfaction measures to maintain or improve*	Result 2018	Result 2019
Calls answered within 30 seconds	65% av.	80%	80%	Quarterly	Information on Council services	3.41	3.45
Customer satisfaction with customer service calls	Q 98% A 97%	85%	85%	Quarterly/ Annual	The performance of staff dealing with your inquiry	3.91	3.88
Customer satisfaction with online requests	Q 89% A 89%	80%	80%	Quarterly/ Annual	* Mean score out of 5 in our community survey. While this community survey reaches a representative sample of all residents, many of whom may not use this service, our staff also conduct separate direct surveys of clients that use this service (table above).		
Customer requests conducted online	39% av.	30%	30%	Quarterly			
Telephone enquiries resolved on the first call	78%	75%	75%	Annual			
Workload measures				Frequency			
No. calls to Customer Service 1300 434 434	43,000 av.	-	-	Quarterly			
No. enquiries received at counters and by mail, email and online requests	26,450 av.	-	-	Quarterly			

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations					
User charges and fees	856	4	4	4	4
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	856	4	4	4	4
Expenses from continuing operations					
Employee benefits and oncosts	(3,509)	(3,763)	(3,881)	(4,003)	(4,128)
Borrowing costs	-	-	-	-	-
Materials and services	(190)	(196)	(199)	(203)	(208)
Depreciation and amortisation	(66)	(95)	(96)	(98)	(99)
Other expenses	-	-	-	-	-
Internal charges	666	723	735	751	768
Overhead allocation	(573)	(578)	(587)	(600)	(614)
Total expenses from continuing operations	(3,672)	(3,909)	(4,029)	(4,153)	(4,281)
Surplus/(deficit) from continuing operations	(2,816)	(3,905)	(4,025)	(4,149)	(4,277)

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(2,816)	(3,905)	(4,025)	(4,149)	(4,277)
Rates and annual charges and reserves					
Rates and annual charges	2,816	3,905	4,025	4,149	4,277
Full time equivalent positions (FTE)	37.6	39.9	-	-	-

Corporate support services

● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

Community and Belonging

● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

● Civic

Good Governance

Partnership and Participation



Supporting CSP Goals:

G5	G18	G19
G20	G22	

Business units:

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

Service information:

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

Our staff work in a service-focused environment and are supported with ongoing development to achieve high performance. Our technology and information systems support online customer services, office and field-based functions, geographic information, and live webcasting of Council meetings. The community benefits from 117 public WiFi points, improved customer interactions and information access, and responses to around 55,000 items of correspondence each year.

Ongoing services and programs:

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

Operational projects

CSP	Projects	2021/22	2022/23	2023/24	2024/25
G20 G21	Review the Community Strategic Plan	•			•
G19 G20	Review the Long Term Financial Plan and Council's ongoing financial sustainability	•			•
G19 G20	Review the Asset Management Strategy	•			•
G20	Develop the Delivery Program and annual Operational Plan	•	•	•	•
G19 G20	Present Council's Quarterly Budget Review Statement, Annual Report and Financial Statements	•	•	•	•
G19 G20	Deliver a program of service reviews			•	

Capital projects

CSP	Projects	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
IT improvements					
G20	IT Infrastructure – new works	520	520	520	520
G20	IT Infrastructure - replacements	200	200	200	200
G20	Computers, laptops and mobile devices - replacement	1,248	876	876	876
Total		1,968	1,596	1,596	1,596


Measures - Corporate support services

Performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency	Financial performance measures	Result 2020/21	Target 2020/21	Target 2021/22	Frequency
Correspondence replied to within 10 working days	Q 92% A 92%	90%	90%	Quarterly/ Annual	Operating performance	-7.32	> 0%	> 0%	Annual
Operational projects on schedule	Q 89% A 84%	80%	80%	Quarterly / Annual	Unrestricted current ratio	1.69	> 1.5 x	> 1.5 x	Annual
Capital projects on schedule	Q 89% A 86%	80%	80%	Quarterly/ Annual	Own source operating revenue	87%	> 60%	> 60%	Annual
Quarterly, Annual and Statutory Reports submitted to Council on time	Q 100% A 100%	100%	100%	Quarterly/ Annual	Debt service cover ratio	2.1 x	> 2x	> 2x	Annual
Voluntary staff turnover rate	11%	< 13%	< 13%	Annual	Rates and annual charges outstanding	3.9%	< 5%	< 5%	Annual
					Cash expenses cover ratio (months)	5.2	> 3	> 3	Annual
					Building and infrastructure renewal ratio	117%	> 100%	> 100%	Annual

Satisfaction measures to maintain or improve*	Result 2018	Result 2019
Council as an organisation over the past 12 months	3.38	3.41

* Mean score out of 5 in our community survey.

	Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000		Original 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	446	451	465	481	496	Grants and contributions - capital purposes	5,580	6,123	6,317	6,803	8,665
Investment fees and revenues	1,356	898	1,471	1,609	1,810	Surplus/(deficit) from operations including capital grants and contributions	(1,859)	2,309	1,884	1,171	1,867
Other revenues	713	382	394	407	421	Rates and annual charges and reserves					
Grants and contributions - operating purposes	6,091	6,006	5,901	5,799	5,757	Rates and annual charges	2,066	10,623	14,347	15,607	16,242
Gains on disposal of assets	-	-	-	-	-	Tfr (to)/from developer contributions reserves	(6,052)	(6,251)	(6,415)	(6,888)	(8,844)
Total income from continuing operations	8,606	7,738	8,232	8,296	8,484	Full time equivalent positions (FTE)	189.9	190.1	-	-	-
Expenses from continuing operations											
Employee benefits and oncosts	(21,845)	(21,642)	(22,981)	(24,386)	(25,857)						
Borrowing costs	(1,190)	(864)	(620)	(405)	(291)						
Materials and services	(14,310)	(13,526)	(13,933)	(14,388)	(14,861)						
Depreciation and amortisation	(2,424)	(933)	(944)	(1,121)	(1,246)						
Other expenses	(2,195)	(2)	(2)	(2)	(2)						
Internal charges	1,081	527	535	547	559						
Overhead allocation	24,839	24,888	25,278	25,827	26,416						
Total expenses from continuing operations	(16,045)	(11,552)	(12,666)	(13,928)	(15,281)						
Surplus/(deficit) from continuing operations	(7,439)	(3,814)	(4,433)	(5,632)	(6,797)						

A photograph of a beach at sunset. In the foreground, a person in a blue wetsuit is walking away from the camera, carrying a surfboard under their arm. The beach is wide and sandy, with gentle waves lapping at the shore on the right. In the distance, other people can be seen walking along the water's edge. The sky is filled with soft, colorful clouds in shades of orange, pink, and blue. On the left side of the image, there is a small hill with some trees and a few houses visible in the distance.

Annual Budget 2021/22



Overview

The 2021/22 budget projects a total expenditure of \$473 million, including a capital works program of \$125 million. It shows that our financial position is sound, with a projected operating surplus before capital grants and contributions of \$11 million.

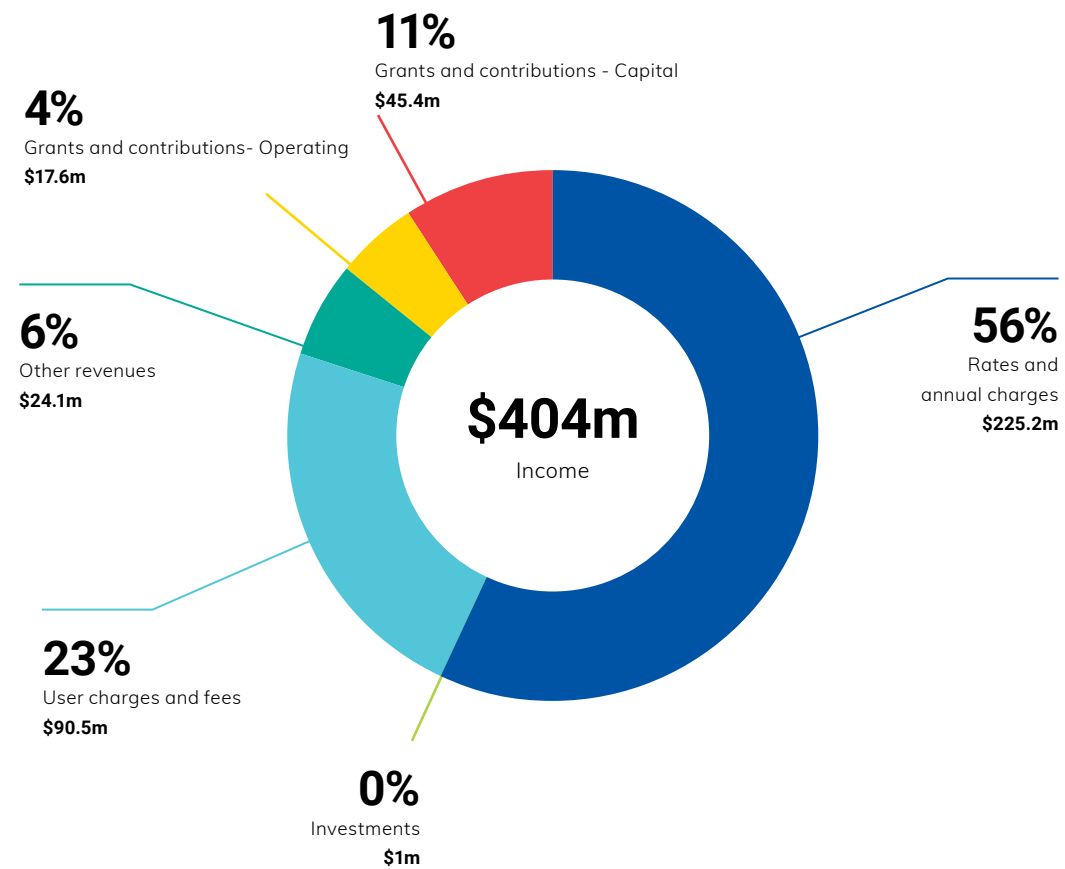
Definition of funding sources

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

Income statement budget 2021/22

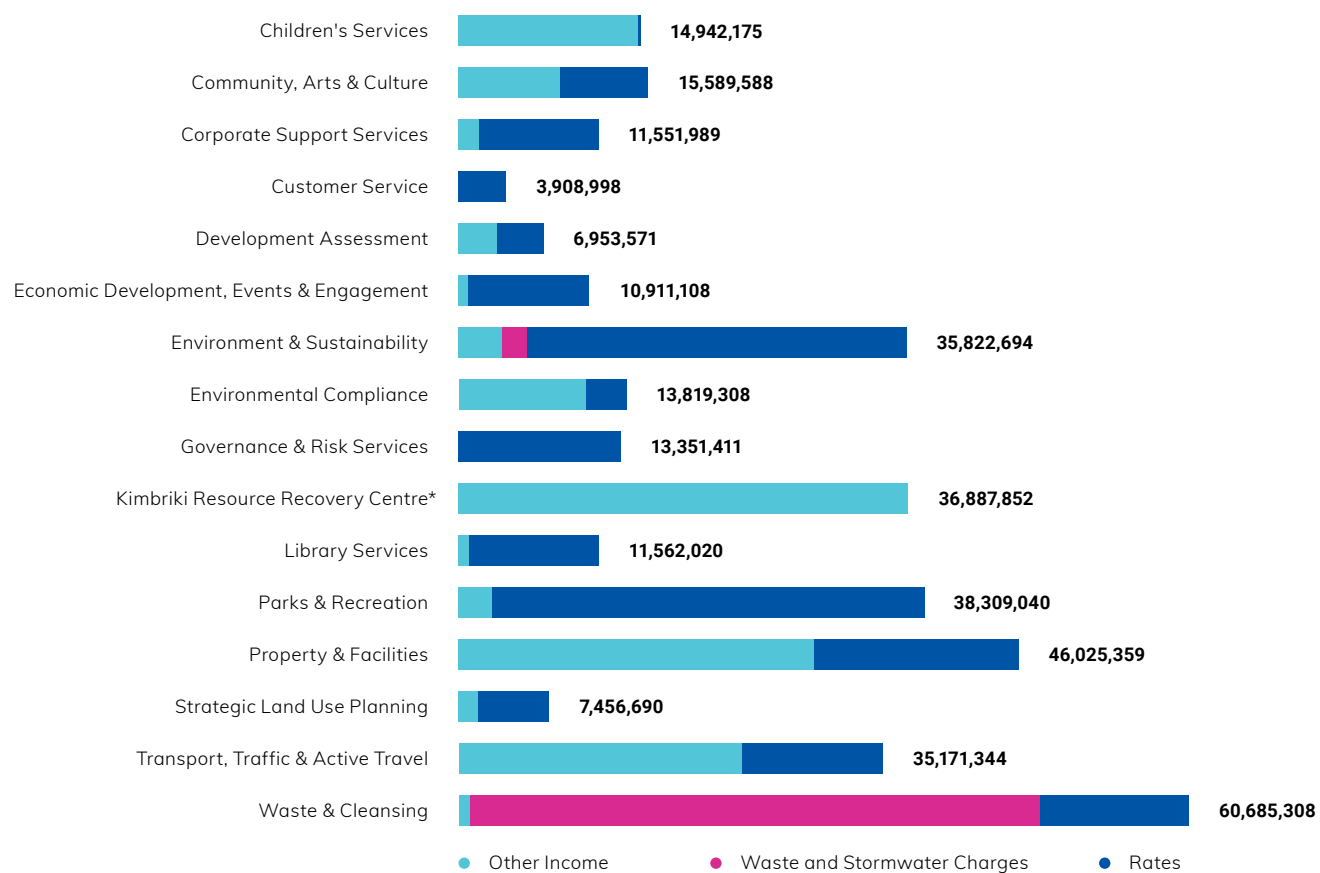
Budget 2021/22	\$'000	Budget 2021/22	\$'000
Income from continuing operations		Expenses from continuing operations	
Rates and annual charges	225,174	Employee benefits and oncosts	138,607
User charges and fees	90,481	Materials and services	141,820
Other revenues	24,102	Borrowing costs	2,438
Grants and contributions - operating purposes	17,557	Depreciation and amortisation	44,919
Grants and contributions - capital purposes	45,435	Other expenses	19,269
Investment fees and revenues	997	Net loss on disposal of assets	251
Total income from continuing operations	403,747	Total expenses from continuing operations	347,304
		Surplus / (deficit) from continuing operations	56,443
		Minority interests	115
		Surplus/(deficit) attributable to Council	56,328
		Surplus / (deficit) before capital grants and contributions	11,007

Funding summary

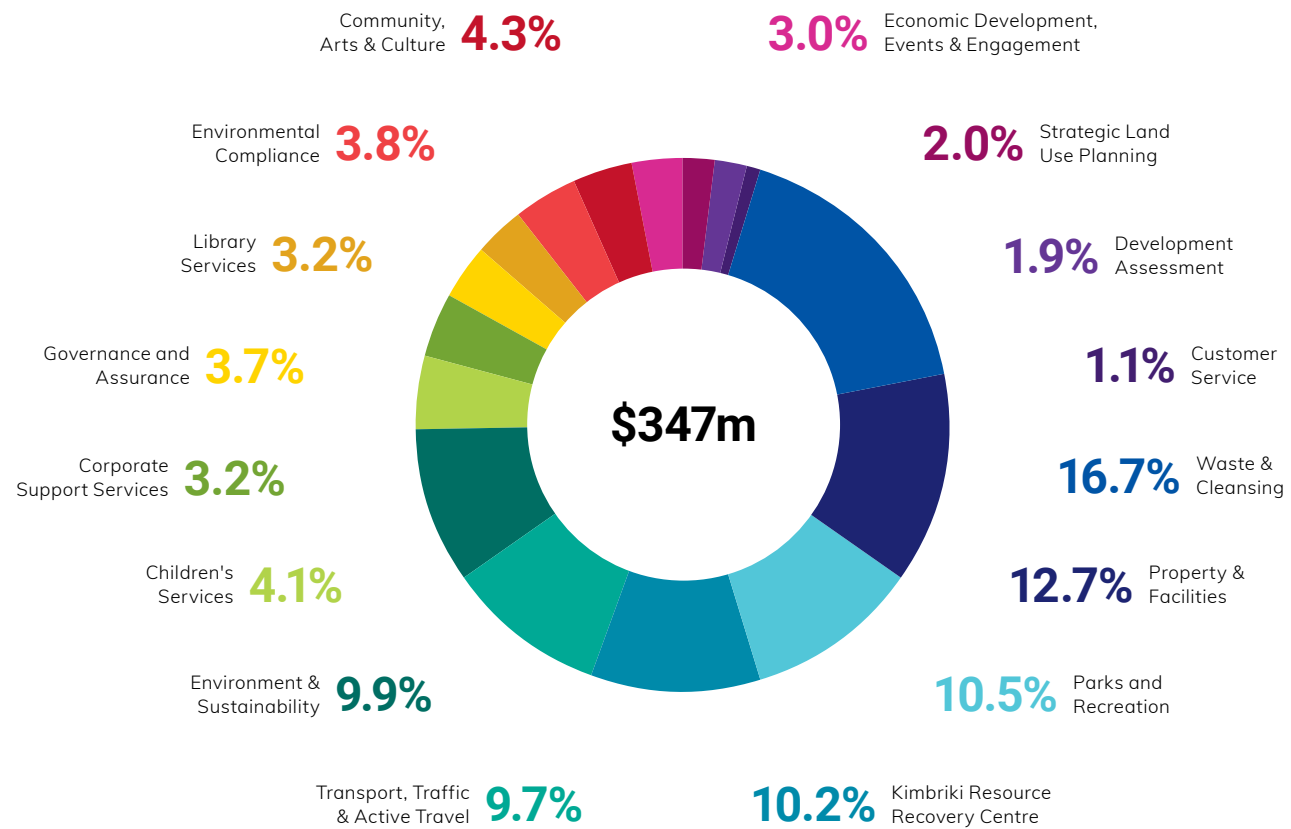


Funding Summary By Service 2021/22

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



Operational Expenditure By Service 2021/22



Rating structure

Under the *Local Government (Council Amalgamations) Proclamation 2016* and the *Local Government Amendment Bill 2019*, on 23 March 2021 Council adopted a methodology for harmonising ordinary rates for the Northern Beaches' local government area (LGA), including the rating structure for categories and sub-categories. The new rating structure replaces the former Manly, Pittwater and Warringah Councils' rating structures and is to be fully implemented on 1 July 2021.

The new structure is based on ad valorem rates with minimums applying where applicable. The minimums are based on the weighted average of the former Council's minimums plus the 2021/22 rate peg.

An application in accordance with the special guidelines for new councils applying to harmonise minimum rates on 1 July 2021, was lodged with Office of Local Government. This application has been approved.

The total income that can be raised from levying rates on property is capped by the State Government, based on a determination by the Independent Pricing and Regulatory Tribunal (IPART). IPART determined that the maximum increase to general income from rates in 2021/22 is 2.0%.

The 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 the percentage allowable as the new rating structure is implemented with new minimum and ad valorem rates applying. The ad valorem rate, the minimum rate and anticipated revenue for residential, business and business sub-categories, are as follows:

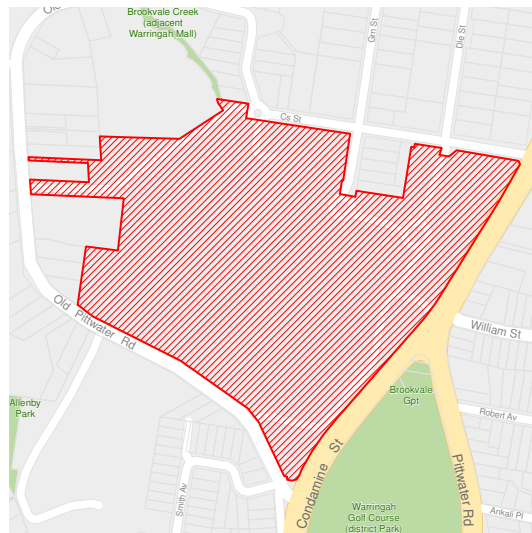
Rating structure

Type	Category/subcategory	Number	Ad valorem rate	Minimum \$	Rate income \$
Ordinary	Residential	96,001	0.157239	987.30	146,366,137
Ordinary	Business	6,509	0.433118	1,285.51	24,113,255
Ordinary	Business – Manly CBD	640	0.569810	1,285.51	3,999,760
Ordinary	Business - Warriewood Square	1	0.476430		123,872
Ordinary	Business – Warringah Mall	1	0.795704		875,274
Ordinary	Ordinary business – strata storage units	530	0.433118	614.41	325,637
Ordinary	Farmland	7	0.056031	950.55	15,395
Special	Manly business centre improvement	640	0.196114		1,321,159
Special	Balgowlah business centre improvement	83	0.120435		86,848
		104,412			177,227,337

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 Units business sub-category are as follows:

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

Special rate variations/levies

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 \$1,321,159 during the financial year.



Properties covered by the Manly CBD Business Rate and Manly Business Centre Improvement Special Rate.

Manly business centre improvement works 2021/22

Maintenance and cleansing	\$
Mowing and vegetation and streetscape maintenance - Corso and reserves	112,200
Cleansing including high pressure paver washing, cleaning of street furniture, litter bins and beach raking and cleaning	387,865
Tourism, Events and Business Support	
Manly Mainstreet Place Co-ordinator and activations and workshops	172,380
Manly Christmas decorations	76,500
Manly Visitor Information Centre, Hello Manly website and Tourism and Economic Development	338,621
Major Manly Events - including Taste of Manly and Manly Jazz	91,800
Capital Expenditure and Special Projects	
Manly Place Plan	100,007
Total	1,279,373

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 \$86,848 during the financial year.



Properties covered are shown on the above map.

Balgowlah business centre improvement works 2021/22

Road resheeting	\$
Condamine street from Sydney Road to Burton Street, Balgowlah	85,000
Total	85,000

Special rate variation: 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
- reporting to be undertaken to ensure transparency.

The final projects under this community contract are:

Pittwater improvement program 2021/22

Capital	\$
Mona Vale Surf Life Saving Club	1,780,886
Connecting Communities – Footpaths Programs	388,943
Mona Vale Library	268,263
Bells Wharf	200,000
Scotland Island roads and drainage improvements	119,886
Carols Wharf	89,140
Total	2,847,118

Domestic Waste Management Charge

Domestic waste management services are provided to all residential properties in the LGA.

Domestic waste management service

Description	2021/22 Charge \$	Income \$
Domestic waste management service (includes 80L red, 140L blue, 140L yellow and 2x240L green lid services and 2 booked clean ups per year)	466	45,349,722
Availability charge	103	125,557
Additional 80L red lid rubbish service	280	2,604,000
First additional 140L blue lid recycling service	31	124,000
Subsequent additional 140L blue lid recycling service	105	13,020
First additional 140L yellow lid recycling service	31	124,000
Subsequent additional 140L yellow lid recycling service	105	15,750
Third or fourth green vegetation lid service	31	29,419
Clean up excessive or incorrectly presented waste	195 per hour + cost recovery on landfill disposal charges	-
Clean up contaminated or excessive booked bulky goods collection over the permitted 3 cubic metres	75 per excess cubic metre	-
Empty contaminated bin	30.80	-
Total income		48,385,468

Stormwater management services charge

On 23 March 2021, Council resolved to apply a Stormwater Management Services Charge to properties in the Northern Beaches' LGA.

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.

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

Stormwater management services charges

Land category/dwelling	2021/22 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	\$1,999,585

The proposed expenditure in 2021/22 for this program is:

Stormwater Management Services Charge Program 2021/22

Capital expenditure: Network improvements

Investigations, assessments, planning and design	301,000
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Kerb and gutter drainage improvements	230,000
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Water quality

Freshwater Beach WSUD	60,000
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Collaroy Beach WSUD	80,000
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Burton Street, Balgowlah SQID	30,000
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Dee Why Creek improvements	100,000
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Stormwater Management Services Charge Program 2021/22

Stormwater upgrade	
Walker Avenue, Narrabeen drainage improvements	230,000
Brookvale pipe outlet upgrade	180,000
Scotland Island new drainage	150,000
Clyde Road, Dee Why drainage improvements	35,758
Nandi Avenue, Frenchs Forest drainage works	50,000
Eustace Street, Manly drainage upgrades	75,000
Park Street, Mona Vale drainage upgrade	200,000
Flood mitigation	
Clearview Place, Brookvale new levee	60,000
Operational expenditure:	
Ongoing maintenance of new assets constructed	217,872
Total	1,999,630

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 on 23 March 2021 adopted a new Pensioner Rates and Charges Concession Policy which will apply from 1 July 2021. The 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 \$57.20 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 on 23 March 2021 adopted a new Rates and Annual Charges Hardship Policy. The 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 rates

Interest charges on unpaid rates and charges will accrue daily at the rate set for the 2021/22 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.

External borrowings

No new borrowings are proposed in 2021/22.

Schedule of fees and charges

Fees and charges encompass the following:

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

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

In determining the 2021/22 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.

Financial statements 2021-2025

Income Statement

	Result 2019/20 \$'000	Original Budget 2020/21 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Income from continuing operations							
Rates and annual charges	208,594	218,106	218,218	225,174	231,099	237,936	245,174
User charges and fees	74,512	77,954	78,671	90,481	93,325	96,133	99,053
Other revenues	23,119	25,256	19,687	24,102	24,447	24,866	25,310
Grants and contributions provided for operating purposes	20,230	15,573	22,142	17,557	14,745	14,643	14,531
Grants and contributions provided for capital purposes	35,194	36,238	29,320	45,435	10,541	12,439	10,598
Interest and investment revenue	4,301	1,700	1,431	997	1,543	1,682	1,854
Total income from continuing operations	365,950	374,827	369,470	403,747	375,700	387,700	396,519

Income Statement

	Result 2019/20 \$'000	Original Budget 2020/21 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Expenses from continuing operations							
Employee benefits and on-costs	135,555	135,923	136,025	138,607	143,624	148,805	154,170
Materials and services	146,285	139,656	149,332	141,820	141,674	145,004	149,481
Borrowing costs	2,947	2,828	2,687	2,438	2,223	2,024	1,926
Depreciation and amortisation	43,546	41,418	42,646	44,919	45,422	46,414	47,164
Other expenses	18,974	23,192	25,180	19,269	17,137	17,430	17,644
Net loss from the disposal of assets	(6)	3,028	2,763	251	502	508	571
Total expenses from continuing operations	347,300	346,046	358,633	347,304	350,582	360,184	370,956
Operating result from continuing operations	18,649	28,781	10,837	56,443	25,118	27,515	25,563
Minority Interest	97	135	135	115	127	146	165
Surplus/Deficit attributable to Council	18,552	28,646	10,702	56,328	24,991	27,369	25,398
Net operating result for the period before grants and contributions provided for capital purposes	(16,544)	(7,457)	(18,482)	11,007	14,577	15,076	14,966
Full time equivalent positions (excl. Kimbriki)	1,238.9 FTE	1,240.5 FTE		1,244.5 FTE			

144 Detailed Income Statement - Income from Continuing Operations

	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
Income from Continuing Operations				
Rates & Annual Charges				
Ordinary Rates - Residential	135,043	139,493	143,271	146,573
Ordinary Rates - Farmland	14	15	15	15
Ordinary Rates - Business	26,304	26,893	27,791	28,411
Pensioner Rebates	(2,014)	(2,052)	(2,023)	(1,941)
Pensioner Rate Subsidies Received	1,424	1,370	1,355	1,321
Special Rates - Business	1,277	1,311	1,325	1,369
Domestic Waste Management Services	48,923	41,385	46,336	48,378
Stormwater Management Services	874	878	878	1,994
Section 611 Charges	199	197	190	195
Pensioner rebates - DWM	(985)	(894)	(920)	(1,142)
Rates & Annual Charges	211,058	208,594	218,218	225,174

Detailed Income Statement - Income from Continuing Operations

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	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
User Charges and Fees				
Commercial Waste Management Services	126	-	-	-
Advertising Fees	858	765	786	776
Animal Registration	142	152	174	140
Aquatic Centres	7,157	6,596	7,097	8,044
Caravan Park	5,726	4,796	4,151	6,157
Cemeteries	1,051	1,015	1,135	1,177
Child Care	12,196	9,517	12,027	13,432
Coastal Environmental Centre	225	175	132	224
Community Centres & Events	2,127	1,558	1,727	2,798
Currawong State Park	356	244	275	364
Film Permits	118	126	165	164
Glen Street Theatre	1,509	1,298	623	1,838
Golf Courses	1,815	1,947	2,179	2,003
Kimbriki Waste & Recycling Centre	21,974	23,634	24,491	25,291
Leaseback Fees - Council Vehicle	783	767	714	800
Libraries	159	141	105	128
Parking Areas	13,300	11,186	11,393	14,276
Sportsfields and Reserves	1,645	1,448	1,565	1,734
Planning and Building Regulation	5,738	5,501	6,663	6,970

146 Detailed Income Statement - Income from Continuing Operations

	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
Regulatory/ Statutory Fees	831	539	160	917
Restoration Charges	1,674	1,391	1,193	1,239
Road Inspections	1	7	8	9
Section 10.7 Certificates (EPA Act)	686	707	790	723
Section 603 Certificates (LG Act)	350	417	488	396
Other Fees	741	584	630	881
User Charges and Fees	81,287	74,513	78,671	90,481
Interest and Investment Revenue				
Interest on Overdue Rates & Annual Charges	471	443	216	458
Interest on Cash and Investments	6,202	3,832	1,165	539
Investments at fair value through profit and loss	23	26	50	-
Interest and Investment Revenue	6,696	4,301	1,431	997

Detailed Income Statement - Income from Continuing Operations

147

	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
Other Revenues				
Advertising Income	1,214	893	610	805
Diesel Rebate	81	129	82	87
Ex Gratia Rates	25	26	26	26
First Time Recognition of Asset	1,056	-	-	-
Health & Compliance Fines	245	292	150	348
Income/Sponsorship	55	28	58	78
Insurance Claims Recoveries	97	50	12	-
Legal Fees Recovery - Other	542	326	58	175
Other Revenues - Kimbriki	2,848	2,018	2,400	2,280
Other Fines	391	407	327	370
Parking Fines	7,743	6,248	4,290	7,500
Recycling Income (Domestic)	180	639	785	709
Rental Income - Investment Properties	319	310	207	250
Rental Income - Leased Council Properties	5,156	5,501	5,804	5,857
Rental Income - Other Council Properties	2,963	3,512	3,280	3,140
Sale of Stock	586	918	839	724
Other Revenues	2,341	1,821	759	1,754
Other Revenues	25,841	23,118	19,687	24,102

148 Detailed Income Statement - Income from Continuing Operations

	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
Grants and Contributions – Operating				
Operational Grants - General Purpose (untied)	7,881	8,086	8,002	8,011
Operational Grants - Specific Purpose (tied)	5,713	9,535	11,414	8,405
Operational Contributions - Other Contributions	1,886	2,609	2,727	1,140
Grants and Contributions – Operating	15,479	20,230	22,142	17,557
Grants and Contributions – Capital				
Capital Grants - Specific Purpose (tied)	4,569	11,353	16,224	36,745
Capital Contributions - Developer Contributions	8,431	8,798	7,176	6,123
Capital Contributions - Other Contributions	5,110	15,043	5,920	2,568
Grants and Contributions – Capital	18,110	35,194	29,320	45,435
Income from Continuing Operations	358,472	365,950	369,470	403,747

	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
Expenses from Continuing Operations				
Employee Benefits & On-Costs				
Salaries and Wages	(106,790)	(114,103)	(114,433)	(116,209)
Employee Termination Costs	(1,011)	(642)	-	-
Employee Leave Entitlements (ELE)	(14,480)	(11,973)	(12,203)	(12,489)
Superannuation	(11,697)	(12,281)	(12,945)	(13,614)
Workers' Compensation Insurance	(1,008)	(2,265)	(2,470)	(2,526)
Fringe Benefit Tax (FBT)	(716)	(816)	(742)	(782)
Capitalised Employee Costs	6,373	6,526	6,768	7,014
Employee Benefits & On-Costs	(129,328)	(135,555)	(136,025)	(138,607)
Borrowing Costs				
Interest on Loans	(1,737)	(1,374)	(1,090)	(861)
Interest on Leases	-	(351)	(317)	(281)
Amortisation of Discounts and Premiums	(1,541)	(1,222)	(1,279)	(1,296)
Borrowing Costs	(3,277)	(2,947)	(2,687)	(2,438)

	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
Materials & Services				
Advertising	(917)	(702)	(473)	(690)
Agency Personnel	(6,999)	(4,385)	(2,428)	(2,009)
Bank Charges	(568)	(495)	(551)	(560)
Bush Regeneration	(4,028)	(4,283)	(3,996)	(4,106)
Cleaning	(5,193)	(6,264)	(6,709)	(6,505)
Coast & Waterways	(895)	(762)	(1,073)	(945)
Consultancy	(533)	(345)	(381)	(462)
Councillors' (include Mayor) Expenses	(129)	(114)	(121)	(305)
Councillors' Fees	(445)	(456)	(456)	(465)
Data Services	(567)	(879)	(625)	(893)
Election Expenses	-	-	-	(1,545)
Electricity, Heating & Water	(5,381)	(4,466)	(4,600)	(4,728)
Roadwork	(4,057)	(8,017)	(4,403)	(3,630)
Golf Course & Driving Range	(1,078)	(1,139)	(1,108)	(1,215)
Insurance	(3,021)	(2,574)	(3,197)	(3,317)
Interest on Bonds & Deposits	(110)	(82)	(88)	(10)
IT Expenses	(5,069)	(5,534)	(7,537)	(6,221)
Kimbriki Waste & Recycling Centre	(12,378)	(15,658)	(16,064)	(16,135)
Land Use Planning	(925)	(687)	(1,512)	(1,381)

Detailed income statement - Expenses from continuing operations
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	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
Legal Fees - Other	(2,498)	(2,969)	(8,007)	(1,540)
Legal Fees - Planning & Development	(1,628)	(1,128)	(2,138)	(1,500)
Lifeguard Services	(1,164)	(1,188)	(1,351)	(1,433)
Maintenance & Servicing	(9,192)	(10,242)	(10,329)	(9,599)
Management Fees	(1,712)	(1,697)	(1,547)	(2,081)
Mayoral Fee	(86)	(89)	(89)	(90)
Membership Fees & Subscriptions	(781)	(804)	(990)	(1,034)
Minor Equipment	(796)	(613)	(606)	(647)
Natural Hazards & Floodplain Management	(1,842)	(607)	(665)	(1,618)
NSW Revenue Fine Processing Fees	(1,184)	(836)	(737)	(1,107)
Operating Leases - Printers	(377)	(269)	(294)	(272)
Other Contracts	(9,377)	(9,286)	(7,274)	(6,919)
Other Raw Materials & Consumables	(5,333)	(5,252)	(6,343)	(5,796)
Parking	(918)	(622)	(648)	(649)
Performance Fees	(629)	(736)	(416)	(872)
Plant & Vehicle	(2,239)	(2,087)	(1,810)	(1,686)
Postage	(793)	(650)	(626)	(656)
Remuneration of Auditors - Audit Services	(229)	(220)	(233)	(230)
Remuneration of Auditors - Other Services	(14)	-	-	-
Sportsfields & Vegetation	(3,022)	(3,046)	(2,993)	(2,519)

152 Detailed income statement - Expenses from continuing operations

	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
Stationery & Printing	(1,046)	(778)	(731)	(758)
Stormwater	(788)	(658)	(823)	(798)
Street Lighting	(3,795)	(2,635)	(2,791)	(2,455)
Telephone & Communications	(1,053)	(958)	(1,168)	(1,139)
Training Costs	(1,306)	(999)	(840)	(1,163)
Tree Works and Streetscapes	(3,455)	(6,113)	(4,352)	(3,998)
Valuation Fees	(506)	(434)	(461)	(461)
Waste Collection	(17,105)	(16,440)	(16,187)	(15,991)
Waste Disposal & Processing	(14,862)	(16,049)	(17,321)	(16,268)
Other Expenses - Other	(3,530)	(2,394)	(2,489)	(3,421)
Capitalised Materials & Contracts	871	358	247	-
Materials & Services	(142,683)	(146,285)	(149,332)	(141,820)
Depreciation, Amortisation & Impairment				
Depreciation - Plant and Equipment	(4,104)	(6,053)	(5,804)	(5,148)
Depreciation - Office Equipment	(2,006)	(2,438)	(2,390)	(3,016)
Depreciation - Furniture and Fittings	(42)	(33)	(27)	(36)
Depreciation - Land Improvements	(1,288)	(1,682)	(2,299)	(2,478)
Depreciation - Buildings	(8,239)	(8,427)	(8,201)	(8,568)
Depreciation - Roads Sealed	(7,440)	(6,980)	(6,968)	(7,267)

Detailed income statement - Expenses from continuing operations

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	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
Depreciation - Roads Unsealed	(13)	(5)	(5)	(5)
Depreciation - Roads Other Assets	(1,227)	(1,643)	(1,196)	(1,686)
Depreciation - Bridges	(67)	(72)	(72)	(72)
Depreciation - Footpaths	(878)	(741)	(513)	(794)
Depreciation - Stormwater Drainage	(6,522)	(6,574)	(6,901)	(6,745)
Depreciation - Swimming Pools	(438)	(378)	(378)	(396)
Depreciation - Open Space/Recreational Assets	(3,121)	(3,143)	(3,080)	(3,241)
Depreciation - Other Infrastructure	(2,024)	(2,182)	(1,722)	(2,287)
Depreciation - Library Books	(1,225)	(1,214)	(1,114)	(1,188)
Depreciation - Tip Remediation	(995)	(634)	(633)	(634)
Amortisation - Right of Use Assets	-	(1,347)	(1,343)	(1,357)
Depreciation, Amortisation & Impairment	(39,630)	(43,546)	(42,646)	(44,919)
Other Expenses				
Bad & Doubtful Debts	(204)	(148)	(21)	(24)
Planning Levy	(654)	(669)	(681)	(676)
Waste Levy	(7,757)	(7,828)	(7,922)	(8,064)
Emergency Services Levy	(5,488)	(6,194)	(7,369)	(6,416)

154 Detailed income statement - Expenses from continuing operations

	Result 2018/19 \$'000	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000
Other Levies	(134)	(112)	(103)	(113)
Donations, Contributions and Assistance (s356)	(1,060)	(3,601)	(8,743)	(3,666)
Fair Value Adjustment Investment Properties	(120)	(130)	-	-
Land Tax	(289)	(293)	(343)	(311)
Other Expenses	(15,705)	(18,974)	(25,180)	(19,269)
Gain / (loss) on Disposal of Assets				
Proceeds on Disposal of Assets	5,627	3,619	2,608	1,633
WDV on Disposal of Assets	(5,451)	(3,613)	(5,371)	(1,883)
Gain / (loss) on Disposal of Assets	176	6	(2,763)	(251)
Expenses from Continuing Operations	(330,447)	(347,300)	(358,633)	(347,304)
Surplus / (Deficit) from Continuing Operations	28,025	18,649	10,837	56,443
Surplus / (Deficit) before Capital Grants and Contributions	9,915	(16,544)	(18,482)	11,007

	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Assets						
Current assets						
Cash and cash equivalents	6,199	6,199	7,338	7,833	6,018	6,464
Investments	147,311	108,713	76,713	76,713	85,713	93,713
Receivables	15,421	15,421	15,481	15,876	16,404	16,947
Inventories	403	403	407	414	423	432
Other	1,572	1,572	1,589	1,614	1,649	1,686
Total current assets	170,906	132,308	101,528	102,449	110,206	119,242
Non-current assets						
Investments	779	779	787	800	817	836
Receivables	1,136	1,136	1,163	1,195	1,233	1,272
Infrastructure, property, plant and equipment	5,072,703	5,119,675	5,229,843	5,288,982	5,349,366	5,411,377
Investment property	5,835	6,085	6,085	6,085	6,085	6,085
Right of use assets	11,289	9,856	8,493	7,426	5,994	4,829
Other	4	4	4	4	4	4
Total non-current assets	5,091,746	5,137,535	5,246,376	5,304,492	5,363,500	5,424,404
Total assets	5,262,652	5,269,843	5,347,904	5,406,941	5,473,706	5,543,646

	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Liabilities						
Current liabilities						
Payables	40,055	40,055	40,307	40,713	41,250	41,823
Income received in advance	1,732	1,732	1,777	1,833	1,892	1,955
Contract Liabilities	14,050	10,125	2,511	2,362	200	200
Lease Liabilities	1,230	1,267	1,196	1,186	1,221	1,257
Borrowings	5,137	5,021	4,862	3,337	2,212	1,872
Employee benefit provisions	35,315	35,315	36,231	37,350	38,504	39,694
Provisions	560	560	575	593	611	630
Total current liabilities	98,079	94,075	87,459	87,374	85,890	87,430
Non-current liabilities						
Payables	250	200	150	100	50	-
Contract Liabilities	6,580	6,337	7,944	5,673	5,565	5,459
Lease Liabilities	10,211	8,854	7,659	6,473	5,252	3,996
Borrowings	22,319	17,304	12,442	9,105	6,893	5,022
Employee benefit provisions	2,225	2,225	2,283	2,355	2,428	2,504
Provisions	37,439	38,710	40,082	41,515	42,998	44,535
Total non-current liabilities	79,024	73,630	70,561	65,220	63,188	61,516
Total Liabilities	177,103	167,705	158,019	152,594	149,077	148,946
Net assets	5,085,549	5,102,138	5,189,885	5,254,347	5,324,628	5,394,700

Balance Sheet

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	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Equity						
Accumulated Surplus	4,867,395	4,853,606	4,910,758	4,939,636	4,968,241	4,994,643
IPP&E Revaluation Surplus	218,154	248,532	279,127	314,711	356,387	400,058
Total equity	5,085,549	5,102,138	5,189,885	5,254,347	5,324,628	5,394,700

Cash Flow

	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Cash flows from operating activities						
Receipts						
Rates and annual charges	207,777	217,402	224,866	230,875	237,676	244,899
User charges and fees	78,491	82,853	93,344	96,210	99,071	102,056
Interest received	5,710	2,813	1,231	1,509	1,569	1,748
Grants and contributions	38,074	48,795	57,168	23,053	25,003	25,217
Bonds, deposits and retentions received	5,740	5,742	6,386	6,386	6,386	6,386
Other	41,213	36,596	43,620	38,249	38,470	39,197
Payments						
Payments to employees	(132,220)	(132,499)	(137,588)	(142,379)	(147,522)	(152,847)
Payments for materials and services	(137,714)	(162,063)	(151,895)	(151,698)	(155,219)	(160,004)
Borrowing costs	(3,025)	(1,485)	(1,142)	(860)	(612)	(462)
Bonds, deposits and retentions refunded	(6,386)	(7,031)	(6,386)	(6,386)	(6,386)	(6,386)
Other	(56,258)	(28,638)	(19,130)	(16,894)	(17,121)	(17,316)
Net Cash flows from operating activities	41,402	62,486	110,474	78,064	81,317	82,488

Cash Flow

	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Cash flows from investing activities						
Receipts						
Sale of investments	347,119	335,211	332,000	300,000	291,000	292,000
Proceeds from sale of PPE	3,619	2,608	1,633	1,901	2,107	2,077
Payments						
Purchase of investment securities	(306,465)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Payments for PPE	(80,171)	(97,367)	(136,671)	(73,400)	(71,699)	(72,668)
Net Cash flows from investing activities	(35,898)	(59,548)	(103,039)	(71,499)	(78,592)	(78,591)

Cash Flow

	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Cash flows from financing activities						
Receipts						
Proceeds from borrowings	-	-	-	-	-	-
Payments						
Repayment of borrowings	(5,162)	(5,131)	(5,021)	(4,862)	(3,337)	(2,212)
Remediation provision (payments)	-	-	-	-	-	-
Lease liabilities (principal repayments)	(1,195)	(1,195)	(1,267)	(1,196)	(1,186)	(1,221)
Net Cash flows from financing activities	(6,357)	(6,326)	(6,288)	(6,058)	(4,523)	(3,432)
Net change in cash and cash equivalents	(853)	(3,387)	1,147	507	(1,798)	464
Cash and cash equivalents at beginning of year	7,052	6,199	2,812	3,959	4,466	2,669
Cash and cash equivalents at end of year	6,199	2,812	3,959	4,466	2,669	3,133

Cash and Investment Statement

	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Total Cash and Investments	154,289	115,691	84,838	85,345	92,548	101,012
Externally restricted cash						
Developer Contributions	32,021	27,710	16,073	11,949	12,180	11,523
Unexpended Grants - not tied to liability	170	62	20	20	20	20
Domestic Waste Management	5,393	4	1,532	3,170	4,850	6,599
Other externally restricted reserves	1,167	192	192	413	690	1,022
Total Externally Restricted	38,751	27,968	17,817	15,552	17,740	19,164
Internally restricted cash						
Deposits, Retentions & Bonds	13,169	13,169	13,169	13,169	13,169	13,169
Employee Leave Entitlement	7,248	7,248	7,248	7,470	7,701	7,939
Unexpended Grants - tied to liability	21,228	16,462	10,455	8,035	5,765	5,659
Other	30,127	26,457	24,635	26,593	29,190	31,816
Total Internally Restricted	71,772	63,336	55,507	55,268	55,826	58,583
Total Restricted Cash	110,523	91,304	73,325	70,819	73,566	77,747
Total Unrestricted / Available Cash	43,766	24,387	11,513	14,526	18,981	23,265

Capital budget statement

	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Capital Funding						
Working Capital	14,207	12,062	19,428	8,585	6,247	6,635
Depreciation	34,508	26,324	38,163	39,144	40,561	41,072
Capital grants and contributions						
New grants	21,708	17,037	31,565	1,913	3,474	1,933
Grants rolled over from prior years	4,517	5,107	7,748	2,311	2,162	-
Externally restricted reserves						
Developer contributions	11,107	11,474	17,542	10,009	6,510	9,347
Domestic Waste	1,073	146	-	-	-	-
Other	589	1,614	1,867	1,568	1,521	1,473
Internally restricted reserves						
Merger savings fund	2,897	1,639	2,272	450	-	-
Other	4,292	9,780	5,282	3,196	2,983	3,442
Income from sale of assets						
Plant and equipment	2,337	2,348	1,633	1,901	2,107	2,077
Total funding	97,236	87,531	125,499	69,077	65,565	65,979

Capital budget statement

	Result 2019/20 \$'000	Forecast Budget 2020/21 \$'000	Budget 2021/22 \$'000	Projected 2022/23 \$'000	Projected 2023/24 \$'000	Projected 2024/25 \$'000
Capital Expenditure						
Buildings	22,299	18,418	33,350	10,541	9,131	10,283
Community Land	-	3,129	-	-	-	-
Furniture & Fittings	185	235	736	184	56	56
Land Improvements	-	4,022	10,236	5,203	2,819	2,245
Land Under Roads	13,311	-	-	-	-	-
Library Books	1,224	1,369	1,235	1,291	1,351	1,401
Office Equipment	3,166	5,285	1,968	1,596	1,596	1,596
Open Space / Recreational	18,363	10,504	14,115	10,471	10,634	6,878
Other Assets	22	349	1,257	450	-	-
Other Structures	3,739	6,249	11,510	6,375	6,275	9,916
Plant & Equipment	6,035	6,456	4,235	5,267	5,512	5,843
Road, Bridges & Footpaths	20,083	25,176	37,281	19,295	19,750	17,846
Stormwater Drainage	5,185	6,339	9,578	8,404	8,440	9,915
Swimming Pools	-	-	-	-	-	-
Tip Asset	3,623	-	-	-	-	-
Total expenditure	97,236	87,531	125,499	69,077	65,565	65,979

	OLG Benchmark*	Result 2018/19	Result 2019/20	Forecast 2020/21	Budget 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25
Budget Performance								
Operating Performance Ratio	>0%	2.89	-4.97%	-4.62%	3.14%	4.13%	4.15%	4.03%
measures the extent to which a council has succeeded in containing operating expenditure within operating revenue								
Own Source Operating Revenue Ratio	>= 60%	90.64%	84.85%	86.07%	84.40%	93.27%	93.01%	93.66%
measures fiscal flexibility. It is the degree of reliance on external funding sources								
Operational Liquidity								
Unrestricted Current Ratio	>= 1.5x	2.65x	2.09x	1.75x	1.59x	1.68x	1.87x	2.00x
represents a council's ability to meet short-term obligations as they fall due.								
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	< 5%	3.7%	4.1%	4.0%	4.0%	4.0%	4.0%	4.0%
expressed as a percentage of total rates and charges available for collection in the financial year								
Cash Expense Cover Ratio	>= 3mths	7.53mths	5.39mths	4.12mths	3.17mths	3.17mths	3.36mths	3.57mths
liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow								




Benchmark met



Benchmark not met

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

	OLG Benchmark*	Result 2018/19	Result 2019/20	Forecast 2020/21	Budget 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25
Liability and Debt Management								
Debt Service Cover Ratio	>2.00x	6.40x	3.70x	3.79x	7.86x	8.85x	11.94x	15.62x
measures the availability of operating cash to service loan repayments.								
Asset Management								
Building and Infrastructure Renewals Ratio	>= 100%	139.09%	121.34%	146.10%	167.41%	128.68%	133.11%	132.01%
assesses the rate at which these assets are being renewed against the rate at which they are depreciating								
Infrastructure Backlog Ratio	<= 2%	1.32%	1.38%	1.35%	1.31%	1.30%	1.28%	1.27%
ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure								
Asset Maintenance Ratio	>= 100%	115.45%	107.92%	107.92%	108.59%	110.91%	112.97%	115.00%
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%	1.10%	1.15%	1.12%	1.10%	1.09%	1.08%	1.07%
ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure								



Benchmark met



Benchmark not met

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



Capital Works Program 2021-2025



Consolidated New Works 2021-2025

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Community, Arts and Culture				
Community centre improvements				
Warriewood Valley Community Centre new works	8,566	1,785	-	-
Cultural improvements				
Coast Walk - art trail	987	450	-	-
Coast Walk Aboriginal Art and Storytelling - Grant funds	270	-	-	-
Total	9,823	2,235	-	-
Corporate Support Services				
IT improvements				
IT Infrastructure – new works	520	520	520	520
Total	520	520	520	520

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Economic Development, Events and Engagement				
Town and village centre activations				
Avalon Place Plan implementation	100	1,600	1,300	800
Dee Why Town Centre – Design	100	-	-	-
Dee Why Town Centre – Construction Phase 1	827	-	-	-
Total	1,027	1,600	1,300	800
Environment and Sustainability				
Coastal protection works				
Collaroy-Narrabeen coastal protection works	2,811	-	-	-
Stormwater program				
Planned stormwater new works	1,882	1,568	1,521	1,473
Warriewood Valley creekline works	643	-	-	1,000
Total	5,335	1,568	1,521	2,473

Consolidated New Works 2021-2025

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Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Kimbriki Resource Recovery Centre				
Kimbriki improvements				
Kimbriki clean water diversion system	7,600	3,646	-	-
Kimbriki gas capture system	110	110	110	110
Kimbriki cell develop western shelf	1,898	-	-	-
Kimbriki future cell development	-	108	1,838	1,535
Kimbriki cell develop mid-west landfill	49	739	271	-
Total	9,657	4,603	2,219	1,645

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Library Services				
Community space and learning				
Library local priority grant purchases	236	184	56	56
Library upgrades				
Public Library Infrastructure Grant	500	-	-	-
Mona Vale Library - Upgrades and New Works	283	-	-	-
Total	1,019	184	56	56

Consolidated New Works 2021-2025

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Parks and Recreation				
Foreshore and building improvements				
Mona Vale Surf Life Saving Club - new building works	8,704	-	-	-
Long Reef Surf Life Saving Club - new building works	6,153	-	-	-
Little Manly Beach Masterplan Implementation	690	500	-	-
Mona Vale Beach Upgrade	324	308	-	-
Headland fencing and other measures	200	-	-	-
Playground improvements				
Connecting all Through Play - Inclusive Play	541	-	-	-
Little Manly Point Reserve Playground Upgrade	300	-	-	-
Jacka Park Playground Upgrade	125	-	-	-
Griffith Park Playground Upgrade	125	-	-	-
Trafalgar Park Playground Upgrade	30	-	160	-
Ashley Pde, Fairlight New Playground	-	-	50	-
Dee Why Beach (Michaela Howie) Playground Upgrade	-	230	-	-

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Recreational trails				
Manly Dam Mountain Bike Trail Upgrade	-	50	1,000	-
Reserves and parks improvements				
North Curl Curl youth facility carpark	680	-	-	-
Youth facilities	165	-	-	-
Tania Park youth space	-	60	-	-
Beverly Job Reserve Youth Space				200
Wyatt Avenue open space Belrose	98	-	-	-
Frenchs Forest Precinct Park Upgrades	300	2,162	3,704	-
Freshwater Beach masterplan implementation	301	1,200	500	900
Reserve pathway and lighting - new	-	293	300	-
Clontarf masterplan implementation	-	-	200	1,000
Ivanhoe Park Masterplan Implementation	253	-	-	-
Lynne Czinner Park, Warriewood	1,162	641	-	-
North Harbour Reserve upgrade	-	-	200	-
Lionel Watts fitness space	-	80	-	-
Forestville War Memorial Playing Fields fitness station	-	60	-	-

Consolidated New Works 2021-2025

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Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Sportsgrounds improvements				
Sports club capital assistance program	100	100	100	100
Connecting all Through Play - Active Play	373	-	-	-
Synthetic sportsground conversion	-	-	-	4,030
Brookvale Oval upgrade	1,000	-	-	-
Town centre and village upgrades				
Commercial centre upgrade program	635	-	-	-
West Esplanade activation plan	450	-	-	-
Total	22,709	5,684	6,214	6,230

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Property and Facilities				
Civic building and compliance works				
Currawong Cottages New Cottages, Games Room and Amenities	255	-	-	-
Emergency buildings program				
Terrey Hills Emergency Services Headquarters	164	-	-	-
Duffys Forest Rural Fire Station new works	1,400	-	-	-
Marine Rescue Broken Bay Building - new works	525	-	-	-
Cemetery works				
Manly Cemetery Columbarium new works	370	-	-	-
Public amenities improvements				
West Esplanade accessible amenity	-	-	50	450
Little Manly Point amenity	500	-	-	-
Porters Reserve clubhouse changespace	800	-	-	-
Forestville Town Centre new amenities	300	-	-	-
Dee Why Sports amenities	-	-	-	50
Total	4,313	-	50	500

Consolidated New Works 2021-2025

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Transport, Traffic and Active Travel				
Active Travel – cycleways and footpaths				
New Footpaths	1,500	3,000	2,878	3,000
Bike Plan implementation - new works	390	390	590	390
Connecting Communities - footpaths program	1,502	-	-	-
Connecting Communities - cycleways program	5,321	-	-	-
Church Point masterplan - boardwalk extension	1,556	-	-	-
Fern Creek Bridge and Shared Paths	419	290	-	-
Shared path from Bline Stop to Boondah Rd	-	202	-	-
Brands Lane to McPherson St Shared Path	-	-	-	373
Triangle Park North - Dee Why Town Centre	200	-	-	-

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Road and related infrastructure upgrades				
New traffic facilities	400	840	500	500
Traffic facility delivery - accelerated	697	-	-	-
Kerb and gutter new works	338	563	300	300
Bus stop infrastructure new	-	150	170	180
Safer Schools infrastructure - school zones	7,761	-	-	-
Scotland Island roads and drainage improvements	300	150	220	300
Warriewood Valley – traffic and transport infrastructure	1,344	2,000	1,500	244
Church Point - new infrastructure	1,101	-	-	-
Narrabeen Lagoon Pedestrian and Cycle Bridge	4,678	-	-	-
Wharf upgrades				
Church Point commuter wharf expansion	340	-	-	-
Total	27,847	7,586	6,158	5,287
Total New Works	82,249	23,980	18,037	17,511



Consolidated Renewal Works 2021-2025

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Children's Services				
Children's centres works program	400	150	150	150
Total	400	150	150	150
Community, Arts and Culture				
Community centre improvements				
Community buildings works program	392	600	1,000	1,600
Community centres minor works program	150	150	150	150
Cultural improvements				
Glen Street Theatre renewal works	60	65	150	150
Total	602	815	1,300	1,900
Corporate Support Services				
IT improvements				
IT Infrastructure - replacements	200	200	200	200
Computers, laptops and mobile devices - replacement	1,248	876	876	876
Total	1,448	1,076	1,076	1,076

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Environment and Sustainability				
Stormwater program				
Stormwater renewal works	6,020	5,778	5,839	6,334
Reactive stormwater renewal works	939	961	981	1,006
Gross pollutant trap renewal works	94	97	99	102
Water and energy saving initiatives				
Energy saving initiatives works - revolving energy fund	268	303	308	313
Water saving and re-use initiatives	21	72	73	75
Total	7,343	7,211	7,301	7,829
Kimbriki Resource Recovery Centre				
Kimbriki improvements				
Kimbriki vehicles	150	150	400	150
Kimbriki renewal program	579	600	600	600
Kimbriki other	68	70	72	224
Total	797	820	1,072	974

Consolidated Renewal Works 2021-2025

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Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Library Services				
Community space and learning				
Library books - replacement	1,235	1,291	1,351	1,401
Library upgrades				
Library Buildings works program	-	100	150	150
Forestville Library upgrades	127	100	-	-
Total	1,362	1,491	1,501	1,551

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Parks and Recreation				
Foreshore and building improvements				
Foreshores renewal program	1,835	2,480	2,135	1,370
Surf Life Saving Club minor renewal works	300	1,000	1,000	1,000
Surf Life Saving Club major renewal works	1,000	1,000	1,000	1,000
Rockpool renewal program	120	520	920	920
Dinghy storage	40	40	40	40
Tidal pools refurbishment	700	500	500	500
Playground improvements				
Playground renewal program	625	800	635	900
Recreational trails				
Recreational trails renewal program	514	430	420	420
Reserves and parks improvements				
Reserves renewal program	595	495	530	590
Sportsgrounds improvements				
Sportsfield renewal program	1,500	1,390	1,300	2,025

Consolidated Renewal Works 2021-2025

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Town centre and village upgrades				
Commercial centre renewal program	480	300	1,700	1,200
Total	7,709	8,955	10,180	9,965
Property and Facilities				
Aquatic centre improvements				
Warringah Aquatic Centre renewal works	140	145	80	155
Manly Aquatic Centre renewal works	160	170	120	190
Civic building and compliance works				
Operational buildings works program	415	550	550	550
Sport buildings works program	459	1,450	1,250	1,250
Beach buildings works program	100	300	300	300
Disability access compliance works (DDA)	-	200	200	250
Building Code of Australia compliance works (BCA)	-	200	200	200
Sydney Lakeside Holiday Park renewal works	238	250	400	300
Pittwater Golf Driving Range renewal works	50	100	150	150

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Emergency buildings program				
Emergency buildings works program	150	150	150	150
Public amenities improvements				
Public amenities works program	500	1,500	1,500	1,500
Cemetery works				
Mona Vale Cemetery works program	150	150	150	150
Total	2,362	5,165	5,050	5,145

Consolidated Renewal Works 2021-2025

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Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Transport, Traffic and Active Travel				
Active Travel – cycleways and footpaths				
Footpath renewal works	1,310	1,480	1,570	1,697
Road and related infrastructure upgrades				
Road resheeting program	7,794	8,131	8,319	8,512
Kerb and gutter renewal works	1,514	1,700	1,785	1,875
Bus stop renewal works	98	90	100	107
Retaining wall renewal works	1,100	745	710	621
Bridge renewal works	1,685	-	-	-
Car parks and parking stations				
Car park renewal works	719	751	774	797
Multi storey carpark renewal works	100	100	100	100
Wharf upgrades				
Wharves works program	1,370	1,370	1,500	700
Carol's Wharf Renewal	669	-	-	-
Bells Wharf Renewal	851	-	-	-

Project	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Plant and fleet				
Major plant renewal	899	1,536	1,005	1,587
Light fleet renewal	3,018	3,411	3,935	3,782
Total	21,127	19,314	19,797	19,777
Waste and Cleansing				
Plant and equipment				
Public place bin enclosures	100	100	100	100
Total	100	100	100	100
Total Renewal Works	43,249	45,097	47,528	48,468

