

Service achievements



How to read this section of the report

Highlights from our 16 key services are presented in this section of the report with colour coding to demonstrate the connection between each service and the community strategic plan, as shown below.

Community Strategic Plan - outcomes and goals

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

● 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

For each key service area, we report:

- Service achievements
- Performance measures - indicating the result, targets and whether they were met
- Workload measures - indicating the result
- Projects - a summary of the progress of each operational and capital project

Entry to Dumbar Park





● Environment

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Environmental Sustainability

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Supporting CSP goals

G1 G2 G3 G4 G5 G6 G7 G22

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

Service achievements

Adapting to climate change

Council published the *Climate Change Action Plan*, which is now available on the website. It spans the next four years and supports the delivery of the Environment and *Climate Change Strategy* adopted last year (ECC Strategy). In partnership with Dubbo Regional Council and the Institute of Public Works Engineering Australasia (IPWEA), we also developed the Draft *Climate Resilience Design Guide* to help councils extend the useful life of assets, reduce maintenance costs and encourage the switch to low carbon infrastructure. This initiative was supported by a grant under the Increasing Resilience to Climate Change Program for Local Government.

Advancing sustainability

The first community solar battery on the east coast of Australia was installed in Beacon Hill through a partnership between Ausgrid and Council. This two-year trial allows participating households to store excess power generated by the solar panels they have on their homes for later use. This provides savings in their electricity costs and avoids the need for household batteries.

In June we held the Simplifying Solar Expo at the Novotel Manly. Attended by around 380 residents, it included displays, presentations and interactive sessions from independent solar experts and peak bodies plus not-for-profit organisations.

Other assistance under our Charge Ahead program included website information about emission reductions and clean energy use, including a home carbon tracking tool (450 subscriptions in 2020/21). It also included Simplifying Solar information to encourage solar uptake, plus energy efficiency / solar webinars and access to specialist advice which resulted in 136 solar quote requests and 82kW installed.

The Australian PV Institute reports that there were 1,800 residential solar installations on the Northern Beaches during the 2020/21 financial year, with a total of 12,200kW installed, which is approximately 18% increase in installations on the previous financial year.

Our water savings partnership with Sydney Water continues to have great impact with local businesses, Council's depots, childcare centres and other buildings. Water Savings Assessments for local cafes and restaurants were launched, with 46 local businesses participating to date, with resulting ongoing water savings of 112,118kL a year.

We've made great progress on water and energy commitments in the ECC Strategy:

- Reduced Council's electricity usage through energy efficient lighting and air conditioning upgrades, as well as producing our own renewable electricity from more than 900kW of installed solar photovoltaics (PV)
- Secured a contract to ensure 100% renewable electricity was supplied to all our large sites for the next seven years
- Water savings projects reduced water use in our facilities by over 60,000kL

These achievements cut Council's emissions by around 80 percent from January 2021, a reduction of over 5,500 tonnes of carbon this year.

Education and community action

World Environment Day was celebrated with events and experiences from Manly to Palm Beach including Bushcare, Friends of Cabbage Tree Bay, walking tours of Manly Dam, North Narrabeen rock platform and expert-led birding walks. The Eco Awards held at Glen Street Theatre were well attended, with over 70 nominations across eight categories.

The Coastal Environment Centre at North Narrabeen educated over 9,100 students and 300 residents. Community events included night walks at Warriewood Wetlands and Manly Dam, rock platform tours and screenings of the films *Sustainable Solutions* and *2040*. Some 15 pre-schools enjoyed the new *Tank the Turtle* program on protecting marine life from plastic pollution. Three local high schools conducted citizen science field surveys to explore microplastics present along our shorelines. The Manly Environment Centre has been temporarily re-located at Manly Library, and is fully accessible. Its resource collection is being digitised for greater public access.

Our volunteers have been active in what has been a challenging year. When restrictions and weather allowed, our Bushcare volunteers were active, dedicating 5,647 hours to improving habitats across 58 sites. Over 35,000 native seedlings were propagated by volunteers at our two community nurseries at North Curl Curl and Manly Dam. The Friends of Cabbage Tree Bay volunteers educated visitors on protecting and improving the Aquatic Reserve throughout the year, as well as World Oceans Day with another 150 people. Four new *Life Under Water* videos on the Aquatic Reserve have also been launched on Council's website and are fascinating viewing.

Protecting waterways and catchments

Following major storms in August, March and April we jumped into recovery works at affected beaches, such as beach scraping at Newport Beach, and clearing Warriewood culverts and creeks. Coastal protection along Collaroy-Narrabeen Beach progressed with planning for works at Wetherill Street and approvals for private works. We also conducted geotechnical inspections for stability and landslips along our coast, and installed signage at key sites where needed.

Some key local projects improved catchment health, such as creek rehabilitation at Careel Creek, and bush regeneration at coastal and waterway sites. We investigated the potential for water and wastewater services at Scotland Island, for review by Sydney Water. Estuarine health monitoring of our lagoons and Pittwater continued. We also tracked micro and macro litter sources in the Dee Why Lagoon catchment.

To improve the outcomes of future developments, Council adopted a new policy on Water Management for Development and we progressed a range of environmental studies to underpin our Local Environment Plan and Development Control Plans.

Managing stormwater and floodplains

A range of priority works improved the capacity of our system to handle storm flows as well as dynamic flows around our coast and lagoons, and to better capture pollutants. Community safety was also improved, and materials were designed to complement the surrounding natural environment. This included Gross Pollutant Traps (GPT), trash racks and culverts, as well as reconstructing 50 drains and inlets, and 175m of pipes and pits.

Key projects included a GPT at North Steyne, to capture 14 tonnes of pollutants/ year before it reaches the ocean; and a trash rack near the Crown of Newport Reserve to reduce flooding by capturing up to 34 tonnes of debris a year. Around 650m of pipes across our area were relined to restore their structural integrity, and CCTV inspections were completed in 8,000m of pipes to assess structural conditions and help set priorities for future works.

Sound analysis and planning is vital for managing our stormwater network and floodplains. We progressed Floodplain Risk Management Studies on the areas of Manly to Seaforth; McCarr's Creek; Mona Vale and Bayview. The Narrabeen Lagoon Entrance Management Strategy is also in preparation, with community consultation planned for next financial year.

Building biodiversity

Works to restore Endangered Ecological Communities included bush regeneration in 1,083ha across 260 sites. A total of 6,000 native tree seedlings were planted in bushland, increasing the extent and quality of habitats for many threatened species. Priority weeds were controlled in Council-managed bushland and waterways, in line with the new Northern Beaches Local Priority Weed Management Plan, which also guides private landholders on actions to put in place. Biological controls were trialled for three priority weeds, successfully establishing one for *Wandering Tradescantia*.

We responded to around 350 customer requests on weeds and pest animals, completing 355 weed inspections on private property, and culled 46 foxes and 740 rabbits. We also responded to 864 customer requests about hazardous trees and environmental damage in reserves.

The Bushland and Biodiversity Policy was adopted by Council in February 2021. And with the mapping underway of wildlife corridors and threatened species, biodiversity will be better provided for by planning controls in our future Local Environmental Plan (LEP) and Development Control Plans (DCPs).

Preparing for bushfires

Having a sound framework for managing bushfire risk, together with other agencies, is a strong focus. Our foundation is a new Bush Fire Management Policy adopted by Council in February 2021. Working closely with the NSW Rural Fire Service we achieved certification of the new Bush Fire Prone Land Map in August 2020, an important tool for planning and development. We also commenced preparing an integrated Bush Fire Risk Management Plan together with other agencies on the Bush Fire Management Committee.

On the practical side, preparations were conducted well in advance of the Bush Fire Danger Period of October to March. This included inspecting fire trails and planning hazard reduction burns. Over 250 Asset Protection Zones were maintained across the 66km network, part-funded by a grant from the NSW Rural Fire Service (RFS). This year RFS grants totalling \$948,789 have supported the Council to mitigate the bush fire risk and fund fire-fighting.

Joint hazard reduction burns were conducted at 16 Council-managed sites, reaching a total of 47ha. To assist residents' preparations we also distributed over 70,000 'Bush Fire Prevention' brochures to ratepayers, and provided extra green waste collections.

Performance measures	Target	Result 2020/21	
Bush regeneration by contractors (ha)	300	1,083	✓
Scheduled active bushland management completed	80%	99%	✓
Volunteer bush regeneration (hours)	6,900	5,647*	✗
Stormwater network renewed/ upgraded in line with Asset Management Plan (m)	800	825	✓
Annual beaches with good/very good rating (Beachwatch)	90%	94%	✓
Required mitigation activity completed for natural hazards	100%	100%	✓
Council energy sourced from renewables	≥ 1%	26.5%	✓
Total greenhouse gas emissions by Council (t CO ₂ e)	< 25,511	17,696	✓
Annual total water use by Council (kL)	< 515,813	362,466	✓

✓ Achieved target ✗ Target not achieved

* Volunteer bush regeneration hours were reduced as activities ceased during COVID-19 restrictions and persistent wet weather

Operational projects

On target

G1 - G6	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
G1 G2	Implement priority bushland, biodiversity and bushfire hazards works
G1 G2	Implement priority works to protect waterways, coastal environments and associated natural hazards
G2 G17	Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway
G3 G22	Expand volunteer and environment centre programs in response to community priorities
G2 G11	Develop and implement a Narrabeen Lagoon Entrance Management Strategy

Capital projects

Completed

Water and energy saving initiatives

G4 G5 Installation of solar at Manly Andrew
Boy Charlton Aquatic Centre

Biodiversity protection

G1 G19 Hillside Road, Newport - land acquisition -

On target

Stormwater program

G2 Planned stormwater new works

G2 Planned stormwater renewal works

G2 Reactive stormwater renewal works

G2 Gross pollutant trap renewal works

G2 Warriewood Valley creekline works

Coastal protection works

G2 Collaroy-Narrabeen coastal protection works

Water and energy saving initiatives

G4 G5 Energy saving initiatives works
program - special rate variation

G4 G5 Energy saving initiatives works
program - revolving energy fund

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



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Supporting CSP goals

G1 G4 G6 G8 G13 G20

This service manages the collection of waste and recyclables from more than 93,000 households each week, including offshore communities. Bulky goods are also collected twice a year and solutions are provided for hazardous waste and e-waste. Effective education programs and campaigns on waste reduction and substitution are helping our residents, schools and businesses to reduce their waste each year.

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.

Award winning service

Council was recognised for our waste reduction and sustainability at awards at NSW and National levels. Our 'Swap for Good' campaign gained three accolades, and other waste education campaigns won awards or commendations for initiatives on single use plastics, organic recycling and our event and videos series. Two international awards were received at the 2021 Communicators Awards for the waste campaigns 'What a load of rubbish' and 'Be the Best Version of You - avoid, reuse, recycle'.

Collecting waste

The residential waste collection service continues to deliver improved environmental outcomes with over 110,000 tonnes collected from households in total, of which approximately 71,700 tonnes was diverted from landfill (65%).

In public places, our litter bin team worked every day emptying and maintaining public litter bins. We collected over 2,500 tonnes of waste from public bins and removed over 100 tonnes of illegally dumped waste from our streets.

Community and business reducing waste

Our community is doing well in reducing the amount of waste each person generates, which has been steadily declining in recent years, to now under 400 kg/person for the first time.

To support residents to reduce their waste to landfill, 46 free workshops and webinars were held, with topics ranging from growing vegetables, composting, preserving techniques, reducing food waste, reusable nappies, keeping backyard chickens, wicking beds and repairing furniture, electrical appliances and bikes. Waste and recycling calendars for 2021 were delivered to all residents, with plenty of tips on waste reduction and recycling. Videos and 26 news stories on waste reduction were distributed electronically to over 65,000 residents.

The school recycling program trial in collaboration with 'Worn Up' commenced with 12 schools, with old uniforms collected and recycled. The Canteen Support Program has worked with 10 schools who are now free of plastic straws, plastic water bottles and soy fish, and actively reducing other single use plastics.

An inaugural Charity Clothing Drop Off Day at Pittwater Rugby Club was held in collaboration with Australian Red Cross. Around 450 cars dropped off unwanted textiles and small homewares to fill three shipping containers, rather than go to landfill, with proceeds supporting Red Cross programs.

Five second-hand markets, Avalon Car Boot Sale and Bags to Riches at Dee Why were held.

The Swap for Good Business program helped local businesses reduce their use of single use plastics, with solutions for BYO cutlery, 'swap and go' coffee cups and sustainable packaging. Bubblers and water bottle refillers were loaned to four major public events, as an alternative to residents using single use plastic water bottles.

Over 3,500 residents dropped off 126 tonnes of hazardous chemicals at two Chemical CleanOut events. Clean Up Australia Day in March was also successful with 94 local clean up groups registered to remove waste from our bushland, parks and streets.

Offshore waste services

With the fire season, a fire fuel vegetation collection for offshore communities was conducted in February 2021. A review of waste services to the offshore communities of Scotland Island and the western Pittwater foreshores commenced with broad community consultation to address issues of pollution, amenity, safety and improve services which have to be delivered by barge over water. Options are being developed following the consultation, and recommendations will be presented to Council next year. This project has been delayed due to required negotiations with the waste collection contractor.

Clean public spaces

Cleansing Services provided essential and efficient cleansing services throughout the year despite some significant challenges. With the risk of COVID-19 transmission, high use bus shelters were regularly disinfected, as well as public furniture in major town centres. Over 324 tonnes of debris were removed from our beaches and waterways and disposed of following major flooding in March. The clean-up effort was ongoing for several weeks.

This year we also achieved:

- around 1,600 tonnes of waste materials were collected in street sweeping and beach raking, with over 80% of this material being recycled, including into asphalt material for reuse
- town centres and villages received over 50,000 square metres of pavement cleaning and scrubbing
- responded to 6,312 graffiti incidents and removed 20,636 square metres of graffiti.

Performance

Performance measures	Target	Result 2020/21
Clean town centres and villages: compliance with schedules	100%	100%
Domestic waste diverted from landfill (collected by Council)	60%	65%
Domestic waste per capita (kg)	< 420	398

Achieved target Target not achieved

Operational projects

On target

- G6** Implement and manage new contracts for domestic waste collection and processing

- G6** Implement and manage contracts for cleaning of streets, pavements, graffiti and bus shelters

- G4** Deliver waste education and change initiatives for community and business

- G6** Improve service efficiency for customers by automating business processes and services

Behind schedule

- G1 G6** Review waste service and infrastructure for offshore communities
- Project has been delayed due to required negotiations with waste collection contractor

Capital projects

Behind schedule

Plant and Equipment

- G6** Public Place Bin Enclosures - Quotes have been received to commence bin replacement in July. This project was delayed awaiting the approval of urban design guidelines by Council



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Supporting CSP goals

G4 G6 G22

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

Service achievements

Kimbriki registered a record 395,000 transactions during the year representing almost 1,100 vehicles per day entering the site, an increase of 20% from previous years. While the increase in visitations imposed additional pressure on operations during the COVID-19 pandemic, operations were managed to balance customer needs with the safety of staff and contractors.

Essential waste services have been maintained during this heightened demand, while other services were restricted at times - the Buy Back Centre, Eco House and Garden, as well as staff activity in recovering recyclable material from the Mixed Waste section.

Three hundred tonnes of e-waste and 175 tonnes of paint were collected for recycling. Additional services were introduced for other problem waste materials. Disposable and rechargeable batteries, mobile phones and fluorescent tubes are being accepted from residents at no charge.

Kimbriki enhanced its digital communication with a new website, increased social media presence via Facebook and Instagram, and online workshops from the Eco House and Garden.

Capital works continued to improve the function of the site and environmental protection:

- commenced a new landfill cell on the western shelf
- design, approval and procurement for a clean water diversion system which will help protect creeks and groundwater
- construction of an asphalt road to the Mixed Waste Transfer Station
- expansion of the landfill gas capture system.

Performance measures	Target	Result 2020/21	
Total waste diverted from landfill onsite	82%	80% *	✘
Domestic dry waste diverted onsite from landfill	10%	5.1% **	✘
Compliance with environmental requirements	100%	100%	✔

✔ Achieved target ✘ Target not achieved

* The overall result has been impacted by a persistent downturn in demolition waste for recycling, and more mixed waste from residents working from home (not recyclable), a trend that has been influenced by COVID restrictions. This has resulted in a significant drop in incoming tonnes of recyclable materials.

** This result has improved significantly on last year's 3.5%. Recovery efforts have been restricted by COVID-19 protocols and closure of the Buy Back Centre at various times during the year. Large stockpiles of recyclable metal and other materials are awaiting transportation offsite and will improve this result once removed. It will improve further when Council trials in 2021/22 new processes to divert more bulky goods collected from landfill.

Operational projects

Completed

G4 G6 Review and implement the Business Plan endorsed by shareholder Councils

On target

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

Behind schedule

G1 G6 Kimbriki - Expand the sustainability hub and enhance social enterprise opportunities - Expressions of Interest were invited to establish a resale store and associated activities onsite. However, none of the tenders were suitable, due to significant costs and risks. The project is on hold while Kimbriki considers alternative arrangements in consultation with partner councils.

Capital projects

Completed

Kimbriki improvements

G4 Kimbriki landfill cell development Area 4A

G4 Kimbriki vehicles

On target

Kimbriki improvements

G4 Kimbriki landfill cell development Area 3B

G4 Kimbriki gas capture system

G4 Kimbriki clean water diversion system

G4 Kimbriki renewal program

G4 Kimbriki other

Kimbriki





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Supporting CSP goals

G1 G2 G5 G7 G8 G13 G14 G21 G22

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

Public Space Vision and Design Guidelines

The Northern Beaches Public Space Vision and Design Guidelines (PSV&DGs) were endorsed by Council in May 2021. The PSV&DGs present a unified vision for our public spaces whilst recognising the unique features, character and heritage of the diverse villages and places within the Northern Beaches Local Government Area. Guided by quality, durability and sustainability considerations, the PSV&DG's support environmental, social, and health outcomes through the introduction of best practice street design and material selection.

Northern Beaches Local Housing Strategy

Council developed a Local Housing Strategy to plan for a growing population and additional housing demand on the Northern Beaches through to 2036. A draft Local Housing Strategy was on public exhibition from 15 January to 7 March 2021. More than 630 submissions were received. An amended Local Housing Strategy was subsequently adopted by Council at its meeting on 27 April 2021. Council is awaiting endorsement from the Department of Planning, Industry and Environment prior to implementation.

Northern Beaches Local Environmental Plan

Work is progressing on the new Northern Beaches Local Environmental Plan (LEP) and Development Control Plan (DCP) to replace the current four LEPs and DCPs across the Local Government Area. The new LEP and DCP provide the key rules for future planning and development on the Northern Beaches.

Council resolved to exhibit a LEP/DCP Discussion Paper at its meeting on 15 June 2021. The Discussion Paper outlines the range of issues that Council must address in consolidating our current plans. It identifies proposed approaches to simplify development rules, improve protections for the environment, and foster economic growth. The Discussion Paper was on exhibition from 25 June to 5 September.

Work continued on several technical studies which will inform the new LEP and DCP work. These include environmental studies (environmental zones review, biodiversity planning review, riparian provisions, Cowan Creek and North and Middle Harbour estuarine planning levels studies, stormwater quality strategy, geotechnical engineering study), Deferred Lands studies (biodiversity study and strategic bush fire risk assessment), and planning studies (urban design study, character study, social infrastructure study, employment study).

Avalon Beach Place Plan

The draft Avalon Beach Place Plan was placed on public exhibition from 15 February to 16 May 2021. There were 13,120 visits to the 'Your Say' project page during the exhibition period. The project page included electronic copies of the exhibition material, promotional video and consultation history comprising background studies and outcomes of previous consultation activities. Approximately 740 submissions were received which will be reviewed and considered in an update of the plan later this year.

Implementing the Local Strategic Planning Statement

This is the first year for Council to report progress on implementing Towards 2040, our 20-year land use planning statement that was adopted by Council in February 2020.

Towards 2040 has 187 actions for implementation in the short, medium, and long term across nine Directions and 30 Priorities. Ten actions have been completed and 129 are in progress.

The full report is available as an attachment – see page 140.

Performance

Performance measures	Target	Result 2020/21
Planning proposals assessed within 90 days (from lodgement to submitting report to Local Planning Panel)	80%	75%* 

 Achieved target  Target not achieved

* Of the four Planning Proposals received, three were reported to the Local Planning Panel within 90 days. There was a deliberate delay for one applicant to provide additional information.

Operational projects

On target

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

G5 G7 Prepare Northern Beaches Local Environmental Plan and associated studies

G7 G13 G14 Complete Brookvale Structure Planning and Rezoning – to revitalise Brookvale town centre

G1 G2 G5 G7 Ingleside Precinct – work with Department of Planning, Industry and Environment on the potential land release

G7 G8 Prepare a Local Housing Strategy

Behind schedule

G5 Frenchs Forest Precinct Planning for a sustainable town centre and precinct with a Green Star Communities rating - The project is dependent on the State Government finalising the draft Frenchs Forest Structure Plan. The Structure Plan commenced public exhibition on 23 July 2021.

Not proceeding

G7 Develop Aquatic Reserve Masterplan with a state-of-the-art education and recreation precinct - This project is linked to the delivery of the new Frenchs Forest Town Centre and the proposed relocation of the Frenchs Forest High School to this site. The State Government in early 2021 made an announcement that the Frenchs Forest High School would not be relocated to the Aquatic Reserve site.



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G5 G7 G8 G19

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

Service achievements

This year saw a 10% increase in applications from 2019/20 with a total of 2,377 applications (1,696 Development Applications (DAs), 666 Modifications of Consent and 15 Review of Determination Applications lodged for assessment). 282 Pre-Lodgement meetings were also held.

Improved application processing timeframes

Council continued to reduce application processing timeframes and improve focus on the customer through new services and existing service improvements.

The average and median processing timeframes for development applications were improved by 9% and 10% respectively when compared to last year.

Leveraging digital technology

On 1 July 2020, 100% of development applications were accepted through the NSW Planning portal. This has removed the need for applicants to lodge paper copies. A single method of lodgement has created internal efficiencies and has contributed to improved assessment timeframes.

During the year a number of digital enhancements were implemented including the removal of the requirement to complete Council's DA form and the introduction of the ability to pay for development applications online. Quarterly Development Activity Reports were introduced on Council's website to improve visibility of Council's performance.

Improving DA efficiency and quality

The Development and Sustainability Advisory Panel (DSAP) was established in September 2020. The panel comprises external design

and sustainability experts who provide high level, independent advice on development applications with the view to improving the design quality and sustainability of developments on the Northern Beaches.

Focusing on the customer

Council introduced several initiatives to improve the up-front customer experience including the establishment of a Development Advisory Service in October 2020. Initiatives included a written advice service for Pre-Lodgement applications, process improvements on the handling of development enquiries and improvements to assist applicants in preparing assessment ready applications.

Council released their first fact sheet to assist members of the community who are considering building or developing within the Northern Beaches. The fact sheet covers how Council assesses views from private property, public spaces and places.

Performance measures	Target	Result 2020/21
Average days to determine 90% of Development Applications, modifications and reviews	75 days	66 days ✔
Outstanding Development Applications, modifications and reviews older than 100 days	<20%	16% ✔

✔ Achieved target

✘ Target not achieved

Construction, Manly Vale



Construction, Manly Vale





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Supporting CSP goals

G1 G8 G11

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

Service achievements

Environmental health

The continued implementation of the Noise App has been an effective addition to the triage and investigation of noise complaints. The use of the app has resulted in a significant increase in the likelihood of offensive noise concerns to be successfully resolved.

Our participation in the NSW Health mosquito monitoring surveys concluded in May 2021. The program enabled Council to keep our community informed of any safety concerns resulting from the presence of arboviruses.

Council participated in the NSW Environment Protection Authority and Department of Planning, Industry and Environment 'Get the Site Right' campaign in May 2021. The campaign targeted best practice on building sites to protect our waterways and surrounding environments from erosion and run-off.

Animal management

Council continued efforts to keep our community safe from dangerous dogs. Six dogs were seized from owners who failed to comply with strict control restrictions under Menacing and Dangerous Dog declarations. Community safety is paramount in these instances and the dogs are held at the Council pound until investigations have concluded and final determinations are made.

Manly alcohol-free zones

Council continued to respond to customer concerns between 6am - 8pm seven days a week. We worked closely with local Police around alcohol free zones throughout the Manly CBD, in response to community concerns around the enforcement of alcohol legislation.

Compliance and enforcement

Council receives a large volume of concerns relating to environmental and building matters each year. This year, 2,622 matters were received that required investigation of illegal building works and 2,678 matters were finalised.

548 COVID spot checks of food businesses were performed by the Environmental Health team, providing advice and support to food business operators to ensure an appropriate level of hygiene to reduce the risk of contamination to customers. 90 customer complaints relating to COVID were received and 90 completed.

Council supported NSW Police during COVID lockdowns to increase community safety and reduce the spread of COVID-19. Public spaces and popular places within the Northern Beaches were monitored to ensure social distancing was maintained and to discourage public gatherings.

Building approvals

During the year, 189 Building Information Certificates, 22 Council Complying Development Certificates, 88 Council Construction Certificates and 39 Council Occupation Certificates were approved.

Performance measures	Target	Result 2020/21	
Critical and high-risk retail food premises inspections completed, in line with schedule	100%	84%*	✘
Critical and high-risk public health inspections completed, in line with schedule	100%	18%**	✘
Free environmental health seminars for small businesses	2	1***	✘
Proactive sediment and erosion control blitzes of construction sites	1	1	✔

✔ Achieved target ✘ Target not achieved

* For six months, inspections were required to be diverted to COVID compliance checks, rather than public health requirements. Subsequent resourcing shortages have severely impacted the inspection program.

** All cooling tower audits submitted for review were completed. 191 waste water inspections were completed following the recommencement of the wastewater inspection program in Q3 following delays due to COVID restrictions.

*** COVID-19 restrictions prevented a second seminar from being held.

Operational projects

On target

G8 G11 Review environmental compliance tools and procedures to improve customer experience

Manly Lagoon





● 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

We are responsible for maintaining and managing 2,722 beautiful hectares of open space. We care for open spaces used for sport, recreation and leisure including playgrounds, sportsfields, rockpools, skate facilities, hard courts, golf courses, dog exercise areas, gardens and parks including Manly Dam and Narrabeen Lagoon State Park. Our team includes lifeguards who look after the safety of people who visit our 21 beaches with patrols and education. The service also manages trees on public land and handles requests to prune or remove trees on private property.

Service achievements

Enhancing and managing our sports facilities

We continued our commitment to providing high quality sporting infrastructure for the Northern Beaches community. In December, the Warriewood Valley Sports Courts opened. In constant use since then, the facility has four multiuse hardcourts, a half-court basketball, outdoor gym and learn to ride bike track.

Another new hardcourt facility was opened in February at Avalon Beach. This facility is able to be lit to Australian Standards for play at night and features two multi use courts (netball/basketball and netball/pickleball), a half-court basketball court and an additional grass court. We also reconstructed nine of the netball courts at North Curl Curl and resurfaced all 25.

To cater for local bike riding, we opened the Bare Creek Bike Park in December in partnership with Property NSW. The bike park has already gained a reputation as one of the best facilities of its kind in Australia. The park provides a series of flow trails, gravity trails, skills areas and a pump track as well as catering for beginners to professional mountain bike riders. In addition, we resurfaced and upgraded the lighting on the BMX track at JJ Melbourne Hills, Terrey Hills, to cater for the significant growth and interest in this sport over the last few years.

Upgrades of the baseball facility at North Narrabeen Reserve were completed. This included the replacement of the existing back nets, and the construction of a new batting cage. New back nets were also installed at Ararat Reserve, Frenchs Forest.

The 2020/21 Sport and Recreation Infrastructure Grants Program was completed. The projects included a new sunshade at Careel Bay Tennis Club's playground, resurfacing of two synthetic grass tennis courts at Narrabeena Tennis Club, restoring the path to the 11th tee at Mona Vale Golf Club and new emergency access gates and an upgrade to access the multiuse building at Long Reef Golf Club.

Upgrading parks, trails, foreshores and playgrounds

The redevelopment of the Frenchs Forest Showground precinct continues with the final building works underway. This project received a highly commended award at the recent Parks and Leisure Awards in the Park of the Year category. The Frenchs Forest Showground includes a new 600m circular multiuse path, a regional all abilities playground, upgraded dog park facilities, and restored remnant Duffy's Forest vegetation communities. An additional 60-space car park was designed and constructed. The carpark design demonstrates best practice water sustainable urban design principles.

The construction of the commemorative shelter and new playground was finalised at Plateau Park, Collaroy Plateau. The shelter symbolises the first time radio waves were detected from space. During World War II a radar station was based at Plateau Park and the discovery of the radio waves led to the beginnings of radioastronomy and developments such as Wi-Fi. Council also upgraded regional playgrounds at Dunbar Park, Avalon and North Steyne, Manly.

Our tracks and trails have never been busier with an estimated 150,000 people visiting Manly Dam and over a million people walking the Spit to Manly walk and the Narrabeen Lagoon Trail. Council continued to invest in making these trails safe with a focus on minimising environmental impacts. Key improvements this year included the upgrade of the Circuit Trail at Manly Dam, with 219m of new or replacement boardwalk installed, the upgrade of the Bridle Trail in Terrey Hills and the continuation of the program to improve the quality of the Manly to Spit Walk with six sets of stairs replaced and the installation of extra drainage.

Further improving our foreshore reserves has continued with works at Manly's Lagoon Park and East Esplanade completed. The improvements included seawalls, widened pathways, new outdoor gym equipment and retaining walls. Work has also commenced on making Shelly Beach more resilient to its many visitors and adverse coastal conditions. The first stage has addressed the erosion on the western foreshore while also providing a more aesthetically pleasing area for people to sit.

The implementation of the Collaroy Access Precinct Masterplan has been finalised with the installation of an accessible ramp from the promenade to Collaroy Beach. The area has had a complete transformation and it is now one of the most inclusive and accessible destinations for people across Sydney. Council's ongoing commitment to providing inclusive and accessible open space facilities further enhanced by the completion of regional parks disability and inclusion audit. The outcomes of the audit will inform planning and capital projects for years to come.

Towns and villages

Work continues on the upgrade of Mona Vale town centre with improvements to Waratah Street now complete. The revitalisation of this area has significantly improved the aesthetic appeal of Mona Vale and is aimed to encourage increased visitation for local businesses.

The upgrade of the Balgowlah town centre has also continued with the revitalisation works of the eastern half of the busy shopping hub now complete.

The Killarney Heights shopping village upgrade has been completed with landscaping works, new pedestrian lighting and a new playground all finished and transformed the area into a welcoming and vibrant location.

Keeping everyone safe at the beach

We had over 7.7 million visits to our beaches this season¹ with 678 rescues and 4,688 first aid cases. There were also 322,879 preventative actions undertaken by the lifeguards and volunteer lifesavers. These actions primarily involved directing swimmers to swim between the flags, away from rips, and directing board riders to steer clear of the flags.

Council's Beach Safety Working Group held its inaugural meeting on 1 October 2020. With representatives from Council, NSW Police, Surf Lifesaving and NSW Health, it works to keep our beaches, reserves, parks and other public spaces open and safe for the enjoyment and wellbeing of the community while adhering to NSW Public Health's COVID-19 orders and recommendations.

¹ Numbers of beach visits were down from previous years owing to COVID-19 restrictions

Tree management

There were 6,206 requests regarding trees on public land received from the community this year. The Tree Services team also received 860 private tree applications. Wherever possible, Council officers will recommend tree replacements when tree removals are granted.

The proactive public tree maintenance program continued this year with the Pittwater Ward completed. This included an audit of the street trees and identifying future works to reduce risk of tree failure.

Tree Services investigated 101 reports from the community of illegal tree removal. This resulted in 15 fines (PINS) for illegal works and five warnings.

Our team planted 2,706 new trees as part of our ongoing public open space tree planting program. Overall 8,706 trees were planted on public land across all Council programs.

Performance measures	Target	Result 2020/21	
Rockpools cleaned weekly during summer season and every two weeks outside of summer	95%	98%	✓
Sportsfields mowed weekly in summer playing season and monthly in winter	95%	96%	✓
Number of trees planted on public land	5,000	8,706	✓
Availability of sportsfields out of school hours as a result of improvement works (playing hours/week)	>4,400	4,405	✓

Workload measure

Number of preventative actions by professional lifeguards on patrolled beaches	322,879
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✓ Achieved target
 ✗ Target not achieved

Operational projects

Completed		Behind schedule	
G11	Smart Beaches	G5	Develop an Iconic Tree Register Criteria has been completed based on the National Trust guidelines. Awaiting the development of an interactive webpage for the public to be able to nominate iconic trees and for Council to publish results.
G5	Develop replacement and compensatory principles for the removal of trees on public open space	G9	Develop an Open Space Strategy The draft Strategy and Action Plan is completed. It is planned to present the draft to Council by the end of 2021 to go on public exhibition. Delays have been caused due to the extent of the community consultation, additional feasibility studies undertaken to support the Strategy and to ensure consistency with related projects.
G8	Undertake accessibility audit of open space and implement priority improvements		

Capital projects

Completed

Reserves and parks improvements

G8 G9	North Curl Curl youth facility
G8 G9	Reserves - new and upgrades
G8 G9	Warriewood Valley - public space and recreation
G8 G9	Glen Street masterplan implementation
G8 G9	Freshwater Beach masterplan implementation
G8 G9	Newport Beach basketball court
G8 G9	Reserve pathway and lighting - new
G8 G9	Reserves renewal program

Playground improvements

G8 G9	Playgrounds new and upgrades
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Sportsgrounds improvements

G8 G9	Sportsgrounds – new and upgrades
G8 G9	Sports Club Capital Assistance Program
G8 G9	Synthetic sportsground conversion
G9	Sportsfield renewal program
G5	Lionel Watts East - sports storage building
G8 G9	Sport buildings works program

Completed**Foreshore and building improvements**

G5	Foreshores new and upgrades
G5 G8	Mona Vale Surf Life Saving Club - new building works
G5 G8	Long Reef Surf Life Saving Club - new building works
G5 G8	Manly Life Saving Club design works
G8 G9	Foreshores renewal program
G8 G9	Surf Life Saving Club minor renewals
G8 G9	Surf lifesaving club major renewals fund (Manly)
G5 G8	South Narrabeen Surf Life Saving Club

Town centre and village upgrades

G5 G9	Public space protection program
G5 G9	West Esplanade activation plan
G8 G9	Public defibrillator installation
G8 G9	Place making infrastructure
G5 G9	Commercial centre renewal program

Recreational trails

G4 G5	Recreational trails - renewal program
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On Target**Reserves and parks improvements**

G8 G9	Wyatt Avenue Park embellishment
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Playground improvements

G8 G9	Connecting all through play - inclusive play
G8 G9	Playground renewal program

Foreshore and building improvements

G8 G9	Collaroy Beach accessible ramp
G8 G9	Tidal pools refurbishment

Town centre and village upgrades

G8 G9	Commercial centre upgrade program
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Behind schedule**Reserves and parks improvements**

G8 G9	Youth facilities - Work will shortly commence on the Grove BMX track in Seaforth. It is expected to be completed by the end of 2021.
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Sportsgrounds improvements

G8 G9	Connecting all Through Play - Active Play - The Development application for sportsfield lighting at Passmore Reserve is under assessment. Construction commencement will be deferred until next financial year pending development application approval.
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Foreshore and building improvements

G8 G9	Rockpool renewal program - Work at Avalon Pool is a specialist contract and the project is delayed by contractor availability. Works are forecast to commence in July. Resurfacing the areas of the pool concourse with exposed aggregate will take place when conditions allow.
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Deep Creek Reserve





● 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

We offer high quality, professional care for children aged 0-11 years. Over 3,200 children attended our services this year with streamlined childcare registration introduced. We manage seven long day care centres, over 50 family day educators, four vacation care locations, two pre-schools and one occasional care centre. Our quality services are made possible and maintained by strong connections and partnerships within our community and its families.

Service achievements

Strategy

Council has developed a Children's Services Strategy to guide the delivery of education and care services for children and families in our community. Our vision for children's services on the Northern Beaches is:

"Children's Services are valued as an essential part of Council's commitment to a healthy and engaged community. Our integrated learning services and play-based approach sets the benchmark for early childhood learning across the Northern Beaches. Council's Children's Services are accessible, equitable, and flexible. They enable community connections and support community values."

Council is committed to providing quality affordable education and care services that support families and children. We recognise the role of local government in meeting the needs of children with additional needs, as well as playing a key role in supporting low income, disadvantaged or vulnerable families in our community.

Working on best practice

The 'Self-Assessment Tool' for Forestville Vacation Care and Manly Community Pre-school has been submitted to the Department of Education in anticipation of an upcoming assessment and rating visit. To support easy access of information for families, the Centres implemented QR codes for National Regulations, Council policies and Staying Healthy in Child Care. These are visible for families, visitors and staff to ensure easy and accurate access.

Council participated in an interview and pilot program with the Office of Children's Guardian exploring Council's capabilities in implementing the Child Safe Standards. This supports the work of the Child Safeguarding Policy and development of the Action Plan to keep children safe in their interactions with Council services.

Connecting with the community

National Family Day Care Week was celebrated with our educators and children coming together to enjoy a morning tea picnic at Brookvale Park. Mother's Day was also celebrated with inclusive practices and an afternoon tea to invite families into the service.

Narrabeen Children's Centre held a 'Schoolies Come Back Afternoon Tea' which was attended by 28 children and parents who had attended Narrabeen Children's Centre in 2020. The goal was to allow children and families to reconnect with 2020 peers and educators and to share their experiences of Big School which will inform the Centre's ongoing practices for pre-school children.

The Centres participated in National Simultaneous Storytime where a book, written and illustrated by an Australian author and illustrator, is read simultaneously across schools, libraries and childcare centres to promote the value of reading and literacy.

Family Day Care focused on developing community partnerships, offering educators ideas on how they can connect with their local community and support children to be active citizens.

Children committing to the environment

Narrabeen Children's Centre received a large contribution of bread tags from Pittwater House School. The tags will be sent to Aussie Bread Tags who create recycled bowls that are sold, and with the profits, wheelchairs are purchased. This program brings together multiple schools and sees great collaborations to collect and repurpose tags for an environmental and social benefit.

Building on their commitment to the environment, Manly Community Pre-school had an incursion from Plastic Pollution Solution. The children developed an awareness of the world around them and how they can impact it by being a 'plastic ninja' and not littering.

Belrose Children's Centre Pre-school increased the aesthetics and commitment to green spaces with new barrels of trees and plants for children's exploration and enjoyment. Dee Why Children's Centre upgraded the entrance area of the centre creating a community green space. This area has a variety of fruit trees that have been installed promoting health eating and community engagement.

Performance

Performance measures	Target	Result 2020/21
Childcare services that meet/exceed standard for National Quality Framework	100%	100% 

Workload measure

Number of additional needs children enrolled in childcare services	80
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 Achieved target  Target not achieved

Operational projects

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

Capital projects

Behind schedule	
Childcare buildings	
G8 G11	Children's centres works program - two contracts have been signed for works at Roundhouse Child Care Centre and at Brookvale Childcare Centre, both of which will take place next financial year. Works have been delayed as a result of materials shortages arising from the pandemic.



● 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

We support and facilitate a wide range of social and community services to build social capital and enhance the health and wellbeing of individuals and families. Our programs and events focus on vulnerable communities, the aged, people with disability and youth. They reduce social isolation and strengthen community connectedness. We provide accessible and affordable facilities at 41 community centres, nurture creativity with a range of arts and cultural events, and provide creative spaces, a regional art gallery and museum and a performing arts theatre.

Service achievements

Community Centres

This year has been challenging for community centre users due to the ongoing COVID-19 pandemic. Customers had to adjust to sudden closures, new COVID Safety Plans, multiple changes to restrictions and resultant impacts on their activities. However, the COVID-19 crisis highlighted how important the centres are to the community who attend the many activities, and the small businesses operating their courses from them.

The Community Centres Strategy and Community Centres Policy were adopted on 23 March 2021. They provide a framework for providing Council managed, multi-use community space over the next 20 years.

Caring for young people and families

Council continued to be part of 136 activations across the Northern Beaches with more than 7,000 young people and family members partaking in programs to connect our community. Programs included capacity building workshops and seminars, live music events and online engagement, all held in a COVID safe environment.

The annual Youth Week celebrations took place in April 2021, highlighting the positive contributions young people make in our community. The Youth Advisory Group were heavily involved in all aspects of Youth Week, a the highlight being a youth led Millennial Market at the Curl Curl Creative Space.

We hosted the Northern Composure *Unplugged Competition* across April and May. Heats were held online with more than 15,000 people viewing the 26 performers and more than 4,000 votes submitted. The final was held at Glen Street Theatre with 'The Rions' taking out first place.

Schools continue to be an important avenue for Council to connect and engage with young people. Students were consulted on Council projects such as the Better Together Social Sustainability Strategy, Resilience Strategy and Community Safety Plan.

Several youth activations have taken place at the PCYC throughout the year, including Lime Cordiale acoustic sessions, Tenzin Tournament and Roller Discos.

Council continued to support the Avalon Youth Hub and Taldamunde's Beach Reach Youth Outreach Service.

The Adolescent and Family Counselling Service provided over 950 free client counselling sessions to young people and their families. The service also hosted:

- three specialised workshops "Connecting as Dads" to increase parenting knowledge and skills for men
- four four-week parenting workshops
- a parenting and youth mental health speaker night.

The "Connecting as Dads" program was expanded to a two-session course providing even greater outcomes for participants.

Community Development

Council continued our leading role in establishing a coordinated response to suicide in our area, together with local Police, health authorities, local service groups and the community. We received several awards for this initiative, including:

- 2020 NSW Local Government Excellence Award in the Community Partnerships and Collaboration - winner
- 2020 Local Government National Awards - highly commended
- NSW Resilience Australia Awards - highly commended.

In collaboration with key housing and community partners, we delivered several initiatives to improve outcomes for people experiencing homelessness. These included establishing the Northern Beaches Homelessness Interagency, creating a regular Case Coordination Group, the annual street count and housing 43 people into social housing, private rental and support accommodation. Council won the 2021 NSW Local Government Excellence Award in the category of Community Development.

We completed the first year of the three-year NSW Ministry of Health funding for Community Gatekeeper training. The program seeks to train 1,000 community members in suicide prevention to identify warning signs, equipping them to have safe conversations and make referrals to mental health services. To date, 178 people have completed the training program, 45 people are currently participating in online training and 51 new registrations have been taken for future online and face to face sessions.

Partnering with Wesley Life Force, we established Northern Beaches CARES (Care And Respond; End Suicide), a community-led Suicide Prevention Network on the Northern Beaches. The group is developing a comprehensive action plan with short-term and long-term goals, activities and projects.

The 2020/21 Community Grants Program awarded \$97,566 to 17 groups to carry out a range of community projects. Five Community, Arts and Culture multi-year funding arrangements have also been approved, totalling an additional \$47,184.

Council rapidly responded to COVID-19 restrictions over the year to understand the needs of our community service partners and support them in service delivery. Council had contact with over 50 local services to understand their plans, needs and any gaps. We established COVID Response Grants, distributing urgent funds to local services assisting those most in need. Additional key activities included the sourcing and distribution of large quantities of donated face masks and sanitiser and assisting in the co-ordination of food collection and distribution, in partnership with local services.

Council received nominations from five businesses for the Disability Inclusion Award as part of the 2020 Northern Beaches Local Business Awards, recognising businesses on the Northern Beaches who serve the whole community and aim to accommodate everyone's needs regardless of their abilities. The Cube Allied Health was recognised as award winners, and Plus Fitness Brookvale was awarded runner-up.

Supporting our seniors

Meals on Wheels delivered over 17,300 meals to older people in the community. The service enables them to live at home for longer, increase social connections and helps prevent social isolation. We delivered more than 510 community lunch meals and 24 social outing meals between October and May.

More than 22 activities were run by service providers and local community groups for the annual Seniors Festival in April 2021. Two small expos at Mona Vale and Dee Why, helped link seniors with service providers and activities.

Valuing our volunteers

Over 900 volunteers actively supported the Northern Beaches community this year, assisting Council teams. Groups include Bushcare, Community Gardens, Cemeteries, Libraries, Meals on Wheels, Manly Art Gallery & Museum, Manly Environment Centre, Manly Visitor Information Centre and the Aboriginal Heritage Office. Recruiting new volunteers supported services and programs. We developed a Volunteer Handbook providing all volunteers with the information and support they need.

Socially Sustainable Northern Beaches

Over 1,000 community members and local service providers contributed to the first Northern Beaches Council Social Sustainability Strategy. The draft Better Together 2040 was placed on public exhibition in May 2021. The document provides the long-term strategic direction and actions for the first five years of implementation to continue to create a safe, inclusive and connected Northern Beaches.

Arts and Culture – Grant Programs

Council's Arts and Creativity Strategy 2029 received three awards as Arts and Culture services and programs continued to grow throughout the year. The strategy focuses on supporting and growing a vibrant creative culture, authentic to the Northern Beaches.

Two grant programs, Arts and Creativity Grants and Creative Community Support Grants provided \$95,150 in funding support to local creatives in 2020, while the Creative Toolkits workshops provided advice and support.

Two new creative spaces were opened, including Avalon Workshop and the Mona Vale Creative Pop Up, providing new studio, workshop and presentation spaces. The Eramboo Artist in Residence program continued, and the Curl Curl Creative Space continued to host a range of exhibitions and pop up retail opportunities.

Council launched the new Environmental Art and Design Prize and Creative Open, with strong interest, and Council assisted to establish the Northside Aboriginal Artists group.

Manly Art Gallery & Museum (MAG&M)

Under the MAG&M building refurbishment program, we completed a pergola and did painting works, placement of external panels for feature exhibitions, air-conditioning system upgrade, new sound and lighting and flooring works.

The gallery presented several major solo exhibitions, including Charlie Sheard, Bill Leak, Greg Weight, Joanna Gambotto, Nick Hollo, Nicholas Harding and Leila Jeffreys. Other major exhibitions include the annual Express Yourself, Manly Dam, Seaweed Arboretum, specially commissioned works for the Gallery's 90th anniversary, and Latitude, an exhibition of historical maps. The Northern Beaches Artist's Books award was moved to the gallery.

The 2020 Northern Beaches Art Prize and Pantu (Salt) were both exhibited to the community online.

We delivered public programs to the community. The gallery's reinvigorated retail space was renamed the 'Design Shop', and we launched the 9 Designers program, having shifted our focus to local designers, makers and artists. Engagement on MAG&M's Instagram account increase by 60% resulting from a new online engagement and social media strategy.

Public Art

We continued to implement the Coast Walk Public Art Strategic Plan with Council approving the funding allocation and amended Cultural Collections Management and Gifts Policy. .

Council began several Coast Walk public art commissions including the Aboriginal Art and Storytelling project and commissions at Robert Dunn Reserve, McKillop Park and the Mona Vale and Long Reef Surf Life Saving Clubs. We also delivered new street art works at Bungan Lane, Mona Vale, Brookvale Community Centre, Whistler Street Carpark and Peninsula Carpark, Manly, and YOYO's in Forestville.

Glen Street Theatre

Council focused on innovative ways to adapt Glen Street Theatre capabilities because of ongoing COVID-19 restrictions. We increased the range of audio visual and web streaming services including multi-camera filming and editing. This allowed the Sydney North Public Schools Dance Festival to continue in a cinematic format under COVID capacity restrictions. The format will be retained as an ongoing technical service available to customers.

The NSW State Government Dine and Discover program positively impacted ticket sales with 3,637 vouchers redeemed representing over \$122,000 in value.

We implemented the Glen Street Membership program, replacing the long-term subscription model. This change in loyalty program enabled greater flexibility and choice for Glen Street Theatre patrons and saw the venue loyalty program increase engagement by 127% from 1,876 subscribers in 2020 to 2,383 members in 2021.

Capital improvements continued including an LED upgrade to building fixtures, providing long-term energy efficiency and cost savings.

Performance

Performance measures	Target	Result 2020/21	
Number of volunteers who actively participate in ongoing Council programs	1,500	1,124*	✘
Number of Meal services	18,000	17,364**	✘
Number of clients for Youth and Family counsellors	250	750	✔
Youth and Family counselling sessions	800	954	✔
Number of people attending community development events/ programs	17,300	11,671***	✘
Number of people attending arts and culture events/ performances	123,400	63,760****	✘
Community centres: user satisfaction (mean score of hirer's survey out of 5)	4.00	4.52	✔
Number of networks and partnerships with community groups/organisations	15	19	✔

Workload measure

Number of information and referral enquiries	511
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✔ Achieved target ✘ Target not achieved

* COVID restrictions limited volunteer opportunities through parts of the year, across programs for Events, Bushcare, Meals on Wheels and Library.

** Community lunches and social outings were limited due to COVID-19 restrictions.

*** Due to COVID-19 many events were moved online and resulted in a broader reach (over 92,000). This includes newsletters, Facebook and unplugged Northern Composure.

**** COVID-19 led to closures during parts of the year of Glen Street Theatre, MAG&M and Creative Spaces.

On target

G10 Implement the Coast Walk Public Art Strategic Plan

G8 Develop a Social Plan and supporting plans for target demographics

G12 Review the Disability Inclusion Action Plan

G9 Plan and deliver creative spaces at Avalon and Mona Vale

G11 Implement Gatekeeper training program for suicide prevention

G11 Develop wellbeing indicators to measure community resilience and connections

Capital projects

Completed

Community centre improvements

G9 Community centres minor works program

G8 Beacon Hill Community Centre and Youth Club

Cultural improvements

G10 Creative Arts Space - Avalon Golf Course

G9 Manly Art Gallery renewal works

G10 Glen Street Theatre renewal works

G10 Creative Arts Space - Mona Vale

Capital projects

On target

Art works

G8 Manly Art Gallery - art works

Community centre improvements

G9 Community buildings works program

G5 G9 Newport Surf Life Saving Club

Cultural improvements

G10 Coast Walk - art trail

G10 Coast Walk – Aboriginal art and signage

Behind schedule

Art works

G10 Theo Batten Bequest – art works - The Manly Art Gallery & Museum lettering project is being reviewed by the Public Art Working Group. Upon endorsement the submitted Development Application will be progressed.

Community Centre Improvements

G9 Warriewood Valley community centre – new works - The Development Application for Warriewood Valley Community Centre is currently being assessed. A tender will be released to procure a contractor to construct the new centre once the Development Application is approved.

Ben Broen Workshop





● 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

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

Service achievements

Library memberships and loans

At the end of June 2021 there were 197,730 members across the library service of which 57.3% are residents of the Northern Beaches area. Additionally, 530 customers received a regular visit from the home library service ensuring their continued access to information, literature and other library services.

Almost 1.4 million items were borrowed over the course of the year which was an increase of 100,000 loans compared to the previous year.

Of the 3,245 titles suggested by library members, 75% were purchased.

Library Platforms

Digital Library services played a key role for our community during this year. The e-book and e-audiobook collection continued to grow in popularity with close to 360,000 loans during the year reflecting an increase of 26% on the previous year. In recognition of its growth, additional funds were re-directed to further enrich this increasingly popular platform. The e-collection features almost 19,000 eBooks, eAudio and eMagazines as well as Kanopy streaming movies, research databases and tutorials including Studiosity and Lynda.com.

The new Northern Beaches Library app launched to the public on 14 October 2020. The app allows users to manage their account, view loans and reservations or renew items, browse the collection, access Library2U and discover 'What's on' at the closest branch – anywhere, any time. The app has proven to be incredibly popular with 8,097 device downloads and 1,764 associated loans.

Library programs and services

The programs delivered through our libraries continue to educate, entertain and inform our community with close to 17,050 people attending a program during the year. This included over 449 youth and children's programs, 49 adult programs and 94 cross-generational programs.

COVID restrictions during the year meant face to face programs were redesigned to digital offerings for a large part of the year. Programs for children and youth, including story time and HSC Lecture Series, were delivered online and viewed over 9,347 times.

Various events were delivered during the year including the 'Summer Reading Challenge', 'Library Lovers' Day', 'Children's Art Show' and a new program, 'Young Scriptwriters' Competition'. Other popular activities included the successful '1000 Books Before School' early literacy program and the annual 'Young Writers' Competition'.

Special events of note throughout the year included eWeek, which focused on digital literacy skills across the Northern Beaches and the Artist book competition, a partnership with the Manly Art Gallery, which highlighted local and international artists.

The service was recognised for its excellence in customer experience, winning an award for Library2U. During COVID restrictions, the library implemented an expanded home delivery service, Library2U, making the physical collection accessible to all. During the initial two-month lockdown 41,475 physical items were loaned through 18,047 COVID safe home deliveries.

Service improvements

The local history digital platform 'History Hub' successfully launched to the public on 7 September, 2020 with 39,050 items digitised to date. History Hub allows the public to discover past and present stories of the Northern Beaches, its people and local environment. The improvements to the collection continued throughout the year, with additional historical information added to over 39,000 items.

Improvements were made to the library collection with the expansion of makerspace kits to five library branches, following a successful trial at Warringah Mall Library.

Access to popular titles was improved by expanding the 'Read Now' collection to all library branches, providing multiple books of in demand titles, for an express loan period.

The Library Service has partnered with James Bennett to deliver 'The Sustainability Project', a green initiative assisting with the disposal of unwanted library material. Unwanted library items removed from the collection are responsibly recycled or resold by our collection partner. The resale of items generates funds which are partly donated to the Indigenous Literacy Foundation. The other portion of funds is used to purchase new items for the collection. The project also contributes to the environment and sustainability goals adopted by Council.

Library upgrades

Forestville Library was renovated to improve the entrance and service areas, increasing accessibility and open space in line with community feedback.

The Warringah Mall Library refurbishment delivered an improved library layout with a customer centric design that optimises collection discovery.

The custom-built Creative Library space at Manly Library was fitted out. The space allows the community to drop in for a variety of creative endeavours and can also be rented by local artists to run classes and host exhibitions. It's the first space of its kind in a NSW public library.

Mona Vale Library courtyard was upgraded to incorporate a sensory garden, new outdoor chess table, improved heating and new seating.

Glen Street Library received grant funding to deliver an improved outdoor, all-weather amphitheatre and community garden, which has been completed ready for launch post COVID restrictions easing. The improved space can host a wide variety of programs and events and will create new volunteering opportunities to maintain the community garden.

Performance

Performance measures	Target	Result 2020/21	
Annual growth in e-loans	10%	26%	✓
Satisfaction with library programs (Net Promoter Score: % promoters)	>50%	81%	✓
Satisfaction with Home Library service (Net Promoter Score: % promoters)	>50%	89%	✓

✓ Achieved target
 ✗ Target not achieved

Operational projects

Completed

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

Capital projects

Completed

- Community space and learning**
- G18** New library technology
- G9** Library local grant purchases
- G12** Library books - replacement
- G12** Library book stock
- G9** New library furniture
- Library upgrades**
- G9** Mona Vale library outdoor courtyard
- G9** Library buildings works program
- G9** Forestville Library renewal works

Behind schedule

- Library upgrades**
- G9** Mona Vale Library - upgrades and new works - Progress of the project is subject to the strategic direction of the Project Steering Group. It has been delayed while community use of the wider precinct is being planned.



● 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



We work to ensure sustainable and efficient management of Council's road and transport assets to meet community needs. We utilise our asset management system to maintain 844km of roads, more than 15,000 car spaces, including seven parking stations, and over 50 beach and reserve parking locations. We also manage footpaths, kerbs and gutters, bus shelters, guard rails, bridges, pedestrian bridges, causeways, retaining walls, pedestrian crossings, roundabouts, bike paths and associated infrastructure, wharves, boat ramps and tidal pools. Our transport strategies guide the construction of new facilities to the transport network such as footpaths, shared paths and traffic facilities. We also provide road safety educators and the Hop, Skip and Jump bus service.

Restoring our tidal pools and wharves

Major renewal works on tidal pools at Little Manly, Forty Baskets Beach and Taylors Point were completed and the pools were open to the public in time for the summer. We also made minor structural repairs and replaced the hazardous shark bars with netting at Clontarf Pool and completed replacing the full net at Manly Cove tidal pool.

The Little Manly tidal pool project was honoured for excellence and innovation by the Institute of Public Works Engineering Australasia with a highly commended award in the Design and Construction of a Local Government/Public Works Project category.

Repairs to Mackerel Beach and Currawong Beach public wharves were undertaken this year. We replaced and repaired fender piles at North Elvina wharf and placed new piles around the pontoon at McCarrs Creek Reserve wharf.

Expanding our active travel network

Council received grant funding from the Department of Infrastructure, Transport, Regional Development and Communications under their Local Roads and Community Infrastructure Program which assists a community led recovery from COVID-19. Council, where possible, used local construction businesses to deliver 13 new footpaths and three shared paths, ensuring that stimulus funding flowed into our local community.

Our program of filling in 'missing links' through the active travel network saw completion of shared paths along Rodborough Road and Allambie Road, to connect Frenchs Forest to Allambie Heights, and a shared path between Queenscliff and Freshwater that links Freshwater Village all the way through to Manly. We also completed a missing link shared path along Patanga Street to create more links through Frenchs Forest.

Our Parks and Recreation team completed some shared path projects through reserves that have also expanded the active travel network. A new 400 metre shared path in Wingara Reserve, Belrose, provides a crucial link between Glenrose Shopping Centre, Glen Street Library and Lionel Watts Reserve and northern Belrose. This construction used eco-cement which reduced the carbon footprint related to the production of the concrete.

A new bridge at Lidwina Reserve provides a crucial link across South Creek making it quicker to walk or ride to destinations like Cromer Public School, from that part of Cromer, than it is to drive. Council also completed the missing link along Ocean Road, Palm Beach with path works connecting Governor Phillip Park and South Palm Beach.

Making it easier and safer to get around

We improved roads on the Northern Beaches this year, resurfacing 19km of our road network. Works included a number of regional roads partly funded by Transport for New South Wales, as well as local roads funded by the Federal Government's 'Roads to Recovery' program.

We also enhanced road safety by constructing a roundabout at the Glen Street/Pringle Avenue intersection in Belrose and at the Bareena Drive/Vista Avenue intersection in Balgowlah Heights.

New pedestrian crossings and refuges have made pedestrian access safer at East Esplanade (north of Ashburner Street), Victoria Parade and Cliff Street at Darley Road, in Manly. We installed speed cushions at the intersection of West Esplanade and Commonwealth Parade in Manly.

The Scotland Island roads and drainage program saw the construction of drainage works, road pavement and a retaining wall on Richard Road. We also completed drainage works at Waratah Road, Ingleside.

The Safer Schools Infrastructure program commenced this year, with pedestrian crossing improvements made at Manly West, Manly Village, Collaroy Plateau, and Curl Curl North Public Schools, as well as two crossings at St Luke's Grammar School's Bayview Campus. This grant also funded a new footpath in The Crescent at Avalon.

Our Road Safety team undertook a series of campaigns and free COVID-safe workshops to raise community awareness of the road rules. The workshops promoted positive and safe driver, rider and pedestrian behaviour. When we become more aware of each other, the road network is safer for us all to share.

We engaged with 76 people in the supervisor of learner driver workshops, 41 in the senior road safety workshop, 14 in the senior pedestrian safety presentation, 55 at the youth car maintenance workshop, and 78 people used the free child restraints checking service.

Council's road safety around schools campaign delivered road safety education to schools and kindergartens, engaging with staff and families from 15 schools in the local area.

Streetscape improvements

Council was successful in obtaining grant funding through the Department of Planning, Industry and Environment 'Streets as Shared Spaces' program. This funding is aimed at returning streets to people. The trial project that was established in Manly involved installation of outdoor dining and street furniture in Whistler Street car park, The Corso and on Darley Road. Planter boxes were also installed and the area will be lit with low level lighting each night until 11pm. The trial is due to run until December 2021.

Parking operations

Paying for parking on the Northern Beaches is now even easier with Council supporting the rollout of the NSW Government's Park'nPay App.

In addition to traditional methods of payment including credit card and coins, the free app allows drivers to pay for parking or top up existing parking in the comfort of their car at Pay and Display carparks at our beaches and reserves.

The app also notifies you when your parking is about to expire to avoid a fine, keeps track of all your parking history, and is ticketless so an environmentally friendly way to pay for your parking.

Since the app went live in October, it has been downloaded 55,000 times, with 93% giving it the thumbs up.

110 Performance

Performance measures	Target	Result 2020/21	
New assets completed for the planned active travel program	100%	100%	✓
Condition of local roads - average pavement condition - rated very good to satisfactory	>90%	93.5%	✓
Number of Hop Skip and Jump passenger trips	>330,000	178,200*	✗
Public transport patronage – bus trips locally and to City, Chatswood and Macquarie Park	>37m	22.4m**	✗

✓ Achieved target
 ✗ Target not achieved

* COVID-19 has resulted in restricted passenger numbers, in order to maintain social distancing. Stay at home orders during Northern Beaches lockdowns have also resulted in low passenger numbers.

** Patronage has declined for the last two years due to COVID restrictions, increased work and study from home. The decline is greatest in north-south trips as far as the city, and has not yet recovered to pre-COVID levels.

Operational projects

Completed

G6 G17 Implement the Walking Plan and Pedestrian Access and Mobility Plans

G17 G22 Expand the Active to Schools initiative to encourage walking and cycling to school, in partnership with Transport for NSW

On target

G16 G22 Develop Transport Plans to support the Transport Strategy

G17 G22 Implement Transport Plans which support the Transport Strategy – Parking, Bike, Road Safety, Public Transport

Behind schedule

G8 Develop accessibility maps for all major town and village centres - the accessibility map is live on the website. Some of the additional layers will be completed next financial year.

Completed

Active travel – cycleways and footpaths

G17	Footpath new
G17	Dee Why to Long Reef walkway
G17	Narrabeen Lagoon pedestrian and cycle bridge

Road and related infrastructure upgrades

G16	New traffic facilities
G16	Scotland Island roads and drainage improvements
G16	Warriewood Valley – traffic and transport infrastructure
G16	Church Point – new infrastructure
G16	Church Point masterplan boardwalk extension
G16	Kerb and gutter new
G16	Traffic facility delivery - accelerated
G16	Kerb and gutter renewal works
G16	Retaining wall renewal works
G16	Road re-sheeting program
G16	Bridge renewal works

Car parks and parking stations

G16	Car park renewal works
G16	Whistler Street car park renewal works
G16	Multi storey car parks renewal works

On target	Behind schedule	
Active travel – cycleways and footpaths		
G17 Footpath renewal works		
Wharf upgrades		
G16 Carol's Wharf renewal works		
G16 Bells Wharf renewal works		
Behind schedule		
Active travel – cycleways and footpaths		
G17 Bike Plan implementation - new works - the delivery of a shared pathway on Barrenjoey Road will continue into next financial year.		
G17 Connecting Communities - footpaths program - the second stage of community consultation for Newport to Avalon Pedestrian and Cycleway has closed. A recommendation will be brought to Council in mid-2021. Construction will be delayed as additional consultation is required for the section through The Serpentine. Detailed design is ongoing for Whale Beach Road. Works at Turimetta Headland are complete.		
G17 Connecting Communities cycleways program - the second stage of community consultation for Newport to Avalon Pedestrian and Cycleway has closed. Construction will be delayed as additional consultation is required for the section through The Serpentine.		
G17 Safer Schools Infrastructure - this is a multi-year project and the remaining works will be undertaken in 2021/22.		
	Road and related infrastructure upgrades	
	G16 Bus stop renewal - the delivery of a new bus shelter has been delayed and will occur in July.	
	Wharf upgrades	
	G16 Church Point commuter wharf expansion - investigation - this is a multi-year project. The consultant has been engaged.	
	G16 Wharves works program – this is a multi-year project. The consultant has been engaged.	
	Car parks and parking stations	
	G16 Smart parking infrastructure project - the procurement process had to recommence as the quotations received were above the tender threshold.	
	Plant and fleet	
	G16 Major plant renewal - supply timeframes extended due to COVID-19.	
	G16 Light fleet renewal - supply timeframes extended due to COVID-19.	

Park and Ride





● 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

The Northern Beaches has 74 village and town centres and over 33,500 businesses. We support our residents and the business community with festivals and events, visitor information, tourism promotion, and partnerships with Chambers of Commerce. We engage with and listen to our community, planning and delivering community engagement online and in person on a wide range of projects. We provide constant and clear communication via our website, electronic newsletters, social media, local publications, documents and at our community and business events.

Business support

A business support plan was developed in consultation with our five Chambers of Commerce which brought significant cost savings to local businesses at the start of the COVID-19 lockdowns in 2020. The support plan includes a package of measures, which include fee waivers for outdoor dining, food health inspection fees and fire safety fees, as well as more flexible and pragmatic arrangements for supplier deliveries to supermarkets and parking for take-away pickups.

Council ran a series of webinars to assist businesses to adapt to changing COVID conditions. These included webinars with Service NSW on accessing grants and 'building economic resilience' with financial commentator Ross Greenwood. Council also ran an eight-week series of webinars with the ATO on cash management and change.

Council partnered with Realise Business to facilitate a six-week digital marketing program which covered a number of digital marketing topics and is now available for businesses to access on Council's website.

The Business Support Service was implemented in January 2021 in response to the Christmas lockdown on the Northern Beaches, providing the community with access to a Business Support Officer. The service provides a one stop point of contact for businesses to approach Council and gather information without having

to navigate Council systems. To date, the business support service has case managed over 300 appointments. Most enquiries have related to available financial support, pivoting business during lockdowns and compliance with regulations as well as other enquiries such as permits for setting up home business and guidance on liquor licencing.

We are now looking at ways to further promote the service and continue to help businesses respond to impacts of COVID-19 lockdowns, but also support businesses to start-up and grow on the Northern Beaches.

Activating local places

Council continued to support the activation of local spaces through a variety of initiatives across the Northern Beaches.

We supported businesses with initiatives including facilitating a workshop with Forestville businesses on how to manage disruption during proposed capital works, and the creation of videos of five businesses that have successfully pivoted during the pandemic as part of the Business Unite program. We also delivered a visual merchandising workshop to 15 Manly retailers. This included a series of Zoom workshops followed by a series of one-on-one in-store consultations.

We trialled a fresh produce market at Newport as well as busking at Narrabeen with eight buskers trialling two different locations. A live art cube painting installation was also activated in Narrabeen to coincide with the Rip Curl Classic at North Narrabeen Beach. These live art cube paintings were also showcased at Manly, Freshwater and Avalon with the artworks now being installed on the hoardings to brighten up the construction site at Mona Vale Surf Life Saving Club. Grant funding has been secured for Make Music Day activations across the LGA.

Black and white heritage images were installed at Freshwater and Manly CBD in the vacant shop windows and art by local Manly school children for NAIDOC week was installed in a vacant shop window in Manly. A mural was painted over a graffiti hotspot in Seaforth Village in partnership with building owners. Planter beds were installed in Manly Vale and Brookvale and six pot plants were installed in Newport. We also beautified Rialto Square by repainting the concrete walls, installing new timber street furniture, seven white modern pots filled with succulents and festoon lighting in partnership with James Griffin MP, Member for Manly.

As part of the Christmas program, coloured lighting was installed in pine trees at Collaroy and Dee Why Beaches as well as Christmas decorations and flags installed across the LGA. A Shop Local campaign was also promoted to allow businesses to showcase their wares and encourage locals to support local businesses.

Events for everyone

Citizenship

Council was able to continue delivering in-person citizenship ceremonies at Glen Street Theatre. 592 people became citizens at citizenship events held throughout the year.

Open Air Cinema

– Frenchs Forest and Brookvale

An Open Air Cinema was held at Lionel Watts Oval over two nights, showing *Wonder Park* and *Jumanji* with 4,160 tickets sold for the event. Brookvale Oval hosted our first ever winter Open Air Cinema showing *Sonic the Hedgehog* and *Charlie and the Chocolate Factory* with 1,360 tickets sold. Both events supported small business with operational suppliers, food trucks, popcorn and entertainment.

ANZAC Day Manly Dam and Light Installation, Manly

The façade of Manly Town Hall was lit with imagery commemorating ANZAC Day including local heroes, a lone soldier and poppies. The Manly Dam Dawn Service was restricted to 300 invitees and was live streamed via Council's social media channels. Building on the ANZAC Day activities of 2020, local residents were asked to show their support through the Light up the Dawn campaign.

Taste of the Beaches

The traditional Taste of Manly event was unable to take place due to COVID restrictions as part of the NSW Health Orders. An alternative option was delivered which allowed the community and visitors to celebrate all things food and drink across the Beaches throughout the month of May. Council delivered three events, Manly Beachfront Restaurant, Food Truck Party and the Palm Beach Wine Garden. Council supported local business to host their own unique events which included two signature events (Manly Beer and Wine Garden and Market Lane Live) and 37 in-venue events. The food and drink experiences were supported through a Council Grants program and included events run from Terrey Hills to Palm Beach and Manly with everywhere in between.

Engaging our community

Community consultation was planned and/or undertaken on a total of 120 projects in the financial year.

Significant projects engaged on included:

- Delivery Program 2021-2025 and Operational Plan and Budget 2021/2022
- Rates Harmonisation
- Northern Beaches Local Housing Strategy
- Better Together: Social Sustainability Strategy 2040
- Wakehurst Parkway Flood Mitigation
- Destination Northern Beaches
- My Place: Avalon

Key metrics:

- 168,625 unique visitors to the Your Say website
- 251,043 Your Say website visits
- 20,440 online contributions from 14,437 contributors
- 3,546 surveys completed (phone or online)

Face to face engagements held (online or in person):

- Eight workshops
- 26 drop in or information sessions
- 12 focus groups
- 10 working group meetings
- 19 briefing sessions
- One public hearing

Performance measures	Target	Result 2020/21
High impact projects - webpages updated at least every three months	85%	90% 
High impact projects - Council decisions communicated to stakeholders within 30 days	85%	100% 
Annual growth in businesses registered on Council's contact database	10%	-7%* 

 Achieved target  Target not achieved

*Total subscriptions dropped this year to 14,444 following data cleansing.
The number of active businesses in the LGA has grown by 1,000 this year to 34,491

Operational projects

On target

G8 G11 Prepare a strategic approach to place making across our town and village centres

G15 Develop and implement an Economic Development Plan

Behind schedule

G8 G21 Revise the Community Engagement Framework
Progress of the Framework is delayed due to high volume workload and resource shortage. Development and exhibition of plan is still scheduled for late 2021.

G15 Deliver a seminar on inclusive employment practices and benefits for local businesses - Staff are in discussion with a local social enterprise about its inclusive employment training hub and programs as part of an educational seminar/ promotion of these services to local businesses.

Capital projects

Completed

Town and village centre activations

G8 G9 Dee Why Town Centre - design

G8 G9 Dee Why Town Centre - construction phase 1

G8 G9 Manly laneways - new works

Frenchs Forest Open Air Cinema





● 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 G13 G15 G19

We manage and maintain 528 community and civic buildings across the Northern Beaches. This includes our two aquatic centres, two sport and recreation centres, two cemeteries, as well as holiday accommodation facilities at Sydney Lakeside Holiday Park and Currawong. We manage and regulate outdoor dining through a permits/licence system, and provide cleaning and maintenance of 111 public toilet facilities.

Aquatic centres

Despite COVID restrictions at various times throughout the year, the demand continues to grow for fitness and enjoyment at these local facilities. The centres achieved the highest combined attendances since the 2016 opening of the updated Manly Andrew Boy Charlton Aquatic Centre, with 631,324 attendances at the Manly centre and 262,744 at Warringah Aquatic Centre this year. Overall the attendances were 22% higher than last year (due to COVID restrictions) and 6% higher than 2018/19 (pre-COVID).

Supporting our tenants through COVID

Council has a large number of community groups and businesses that use Council buildings and spaces, by lease or licence, most of which have been impacted by COVID-19 restrictions. To support impacted groups and businesses, we provided rent relief and rent deferment for impacted lessees and licensees. Responding to their needs and consulting Chambers of Commerce, we also gave more flexibility for seating areas and outdoor dining to allow for social distancing. For retail stores struggling for patrons, we invited merchandising applications to allow them to display merchandise outside their stores.

A new home for the Sydney Northern Beaches Woodturners

The former Girl Guide Hall at Forestville has been transformed and is now the new home for the Sydney Northern Beaches Woodturners. While seeking a suitable location for the last decade, the Woodturners had operated out of various premises where they were reliant on goodwill for their equipment space, most recently Narrabeen RSL.

The Woodturners worked collaboratively with Council staff and trades to revive the building into a workshop, complete with a state-of-the-art dust extraction system. It also provides an additional meeting room for other community groups.

Rejuvenating Currawong

The landscaping and building works at Currawong were completed. This included renewing the main pathway and retaining walls, as well as restoring the games room and three cottages - Bluetongue, Kookaburra and Goanna Cottage. The Lodge building at the top of the path was also improved. These works have rejuvenated the site and improved the visitor experience.

Public amenities

The new amenities at East Esplanade Park in Manly opened before the Christmas holidays, further adding to the landscaping improvements made to the area. Amenities at Dee Why Beach were reconfigured and refurbished, and those at Clontarf reserve were upgraded. At North Curl Curl Community Centre, amenities now provide greater capacity and accessibility for patrons of the community garden and the new skate park.

Online registers

A new interactive mapping system was launched on the website, for all lands that Council owns or manages. It also provides additional details on the status of the land (for example whether it is leased), its classification and zoning, and whether it is Crown land. Additionally, Council's register on leased and licenced buildings was published on the website for the first time.

122 Performance

Performance measures	Target	Result 2020/21	
Total visitation to swim centres - Manly and Warringah Aquatic Centres	887,000	894,068	✓
Learn to Swim attendance - Manly and Warringah Aquatic Centres	95,200	111,846	✓

✓ Achieved target ✗ Target not achieved

Operational projects

Completed

G9 Focused improvement of Surf Life Saving Club facilities

G15 Currawong Cottages and surrounds
- refurbishment and modernisation

G12 Implement priority accessibility improvements to Property assets

On target

G8 Continue to improve the provision and cleanliness of public amenities

G9 Improve leasing and licencing practices for community users

Behind schedule

G8 Deliver the new Warriewood Valley Community Centre - the Development Application (DA) is being assessed. A tender will be released to procure a contractor to construct the new centre once the DA is approved.

Completed	On target
Aquatic Centre improvements	
G9	Warringah Aquatic Centre renewal works
G9	Manly 'Andrew Boy Charlton' Aquatic Centre renewal works
Cemetery Works	
G19	Manly Cemetery Columbarium new works
Civic building and compliance works	
G5	Operational buildings works program
G5	Currawong Cottages - new cottages, games room and amenities
G5	Building Code of Australia compliance works (BCA)
G15	Sydney Lakeside Holiday Park renewal works
G5	Investment Properties Works Program
Emergency buildings program	
G2	Duffys Forest Rural Fire Station new works
G2	Marine Rescue Broken Bay Building - new works
Public amenities improvements	
G9	North Curl Curl youth public amenities
G9	Balgowlah Oval Amenities
G9	Nolan Reserve sports amenities works
Property management	
G9	Acquisition of minor land parcels
G19	Dedication of road assets
Public amenities improvements	
G9	Public amenities works program
G9	Clontarf Reserve amenities renewal
Property management	
G19	Dedication of land assets



● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

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● Civic

Good Governance

Partnership and Participation

Supporting CSP goals

G19 G20 G21

Our Governance and Assurance teams provide an integrated approach to organisational integrity, ethics and accountability and support local democracy and transparency through business assurance measures. We provide secretariat functions for Council meetings and meetings of strategic reference groups and committees.

Service achievements

Governance

Council held 12 meetings in 2020/21. All agendas and minutes were placed online in accordance with timeframes established in Council's Delivery Program.

Despite the challenges posed by COVID-19 and restrictions, 115 people were able to address the Council on a range of issues.

Twenty-seven meetings of the Strategic Reference Groups were held in 2020/21. The SRGs provide an avenue for the local community and key stakeholders to play an active and meaningful role in contributing to Council's Community Strategic Plan outcomes. They help shape future Council plans, policies and strategic outcomes with informed consideration of community needs across the Northern Beaches area.

Internal audit and complaints

The Northern Beaches Council Audit, Risk and Improvement Committee (ARIC) has been established to promote good corporate governance at Northern Beaches Council.

The objective of the ARIC is to provide independent assurance and assistance to the Council on risk management, controls, governance, organisational performance and improvement and external accountability responsibilities.

Five meetings of the Audit Risk and Improvement Committee (ARIC) were held in 2020/21. Particular issues of public importance that were discussed include maintaining services and operations during the difficulties of COVID-19.

Performance measures	Target	Result 2020/21	
Enterprise risk registers reviewed and current	100%	100%	✓
Internal audits undertaken in line with the strategic Internal Audit Plan	80%	80%	✓

Workload measures	
Number of complaints	342
Number of compliments	295

 Achieved target
  Target not achieved

Operational projects

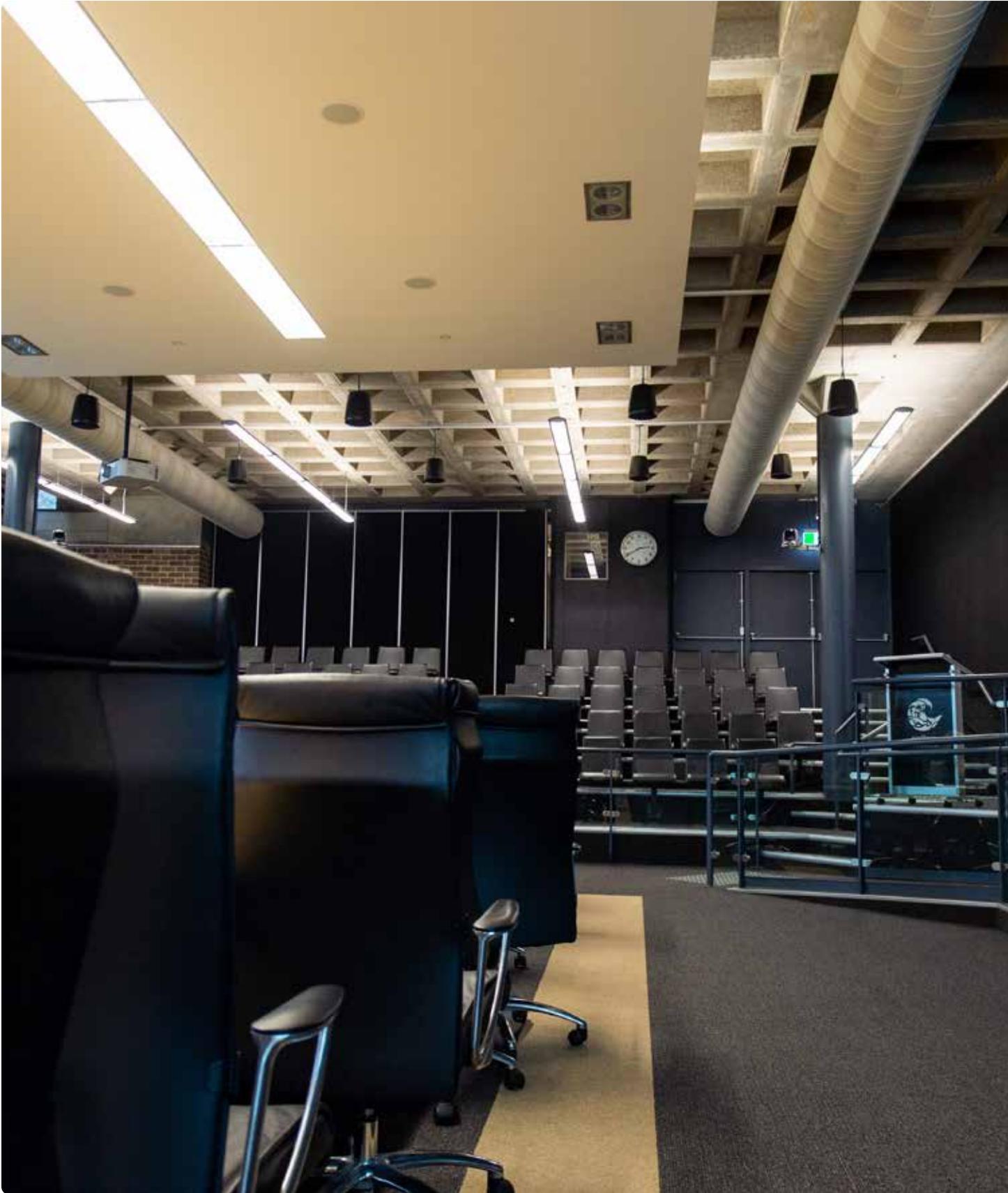
On target

G20 Deliver an effective complaints management and resolution framework

Behind schedule

G19 Deliver the Internal Audit program in line with the Internal Audit Strategic Plan - Some audits on the 2020/21 Annual Audit Plan were not completed during the financial year and have been incorporated into the 2021/22 Plan.

Council chambers, Civic Centre





● Environment

Protection of the Environment

Environmental Sustainability

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Good Governance

Partnership and Participation

Supporting CSP goals



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

Service achievements

Council responded to COVID-19 restrictions and lockdowns, to support customers and deliver a good experience by introducing:

- A concierge at each branch to greet customers, triage issues, and comply with Health Orders – 96% of customers prefer this concierge service
- Online appointment bookings to speak to Customer Service staff
- Equipping the team to work remotely

The ability to work remotely for Customer Service has been crucial for the continuity of service during lockdowns. We can also now utilise Customer Service staff during incidents such as the March 2021 storms providing a higher level of service than the standard after-hours service.

A focus on increasing the level of ownership at the front-line has seen improved call triage and a reduction in the number of transfers and call-backs to other departments. This has resulted in First Call Resolution targets being achieved for the first time in more than three years.

Our Voice of the Customer Survey for customer requests has also seen the highest monthly scores in nearly three years in October, December, and February. Council has specifically worked to improve closing the loop with dissatisfied customers and the relevant departments as well as delivering a monthly analysis of satisfaction drivers.

Council's Knowledgebase within Customer Service has grown by 46% this year, replacing email as the primary source of information for the team. This has resulted in improvements in efficiency and consistency.

Council implemented a dedicated Quality Assurance and Training resource – the design is a first including a comprehensive new starter program which has reduced onboarding time from 6-8 weeks to 4-6 weeks for new Customer Service Officers.

The Counter Activity Tracker (CAT) was launched to track counter activity in terms of footfall, frequency, and reason to visit. This not only provides rich operational data for trend analysis but enables higher efficiency through visibility of counter behaviour to be cross-functional across other channels.

Performance measures	Target	Result 2020/21
Customer satisfaction with service calls	85%	97% 
Customer satisfaction with online requests	80%	89% 
Telephone enquiries resolved on first call	75%	78% 

 Achieved target  Target not achieved

Operational projects

On target

- G11 G20** Enhance the customer experience across the organisation

- G20** Improve and review the customer portal to enhance customer experience and accessibility

- G20** Develop and implement a consistent feedback approach across all customer contact channels

Manly Town Hall





● Environment

Protection of the Environment

Environmental Sustainability

● Social

Places for People

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Good Governance

Partnership and Participation

Supporting CSP goals

G5 G18 G19 G20 G22

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

Funding community projects

Council is a capable partner with Government to deliver services and regional infrastructure for our community. This year, over \$39.1m of funding has been provided or secured through competitive grants, from the State and Federal Governments for priority community projects.

An Australian Government grant of \$9.6m is part-funding projects on local roads, shared paths, community infrastructure, such as recreational facilities and trails, as well as playgrounds. A further \$8.57m has been granted jointly by the State and Federal Governments over two years for road safety infrastructure around many of our primary and high schools.

The NSW Government is also funding projects in parks and reserves, walking trails, bushland, sportsfield upgrades, boating infrastructure, libraries, Currawong cottages and managing bushfire risk and incidents. Details of the full range of grants received is included in the 'year in review' section of this report and the Annual Financial Statements (note B2-4).

Digital solutions for service improvement

Our digital operations have improved, with more online services for customers:

- Park'nPay to check live for availability in car parks, and to pay remotely – now available for use in beach and reserve carparks
- an interactive accessibility map covering inclusive playgrounds, mobility parking, toilets and much more
- pay fees for development applications, modification and reviews online after lodgement through the Planning Portal
- rates Harmonisation calculator to support community engagement on the change
- online booking system for the Manly Aquatic Centre for fitness classes
- Your Voice library customer feedback form, making feedback easier
- online applications for Manly Residential Parking Permits, Heritage Exception applications, Hoarding Permits, and Tree Removal and Pruning requests

On the ground service delivery has improved, with more mobile devices and applications deployed for staff to use in the field. This has improved services such as planning and development assessment, waste, finance, managing bushland, public trees and biodiversity, incident response, work health and safety and audit and compliance. We also now have a more efficient way to capture and process customer requests from emails, online and customer service counters.

A fairer rating system

Following extensive community engagement, Council adopted a harmonised rates system to commence in July 2021. This provides an equitable approach to rates collection across the Northern Beaches, ensuring those with the same land value within the same category or sub-category, pay the same charges for the same level of Council service. The State Government required this harmonisation to be established for all new councils created by amalgamation in 2016, to remove imbalances between former council areas.

This change does not collect any additional rates income for Council, rather it redistributes how it is collected in a fairer way across the former three council areas. Other changes included harmonising pensioner concession policies and stormwater charges and refining the hardship policy to include harmonisation as a consideration for hardship provisions.

Working remotely

During the initial COVID lockdowns in 2019/20 we were able to rapidly transition around 70% of our workforce to work from home, with a rollout of digital work platforms that enable teamwork. This secure and collaborative remote working has projected efficiency gains of \$9.7m over three years.

This year we launched a Working Remotely Toolkit for staff. The toolkit provides Council with a framework to enable staff to work safely and efficiently in remote environments. By the end of the year, we had over 440 employees working remotely across the Council under these arrangements.

IGNITE program

The IGNITE program is equipping the organisation for ongoing improvement using the Australian Business Excellence Framework (ABEF) adopted by Council. This proactive approach to improvement has placed Council at the forefront of innovation and high-performance in NSW local government.

This year presented many challenges, requiring organisational agility to adapt to the evolving global pandemic. With most of our workforce rapidly transitioning to remote working and the need to overcome financial pressures resulting from service closures and loss of revenue, the IGNITE tools and staff training helped equip our workforce. We were able to continue to deliver outstanding services, improve processes and develop new solutions. The training has a broad reach and provides a mix of online and face-to-face learning for staff at all levels.

We also undertook a business excellence self-assessment, which identified the key strengths and improvement opportunities for the organisation. Many improvements have since been implemented and are building a culture of continuous improvement. An online self-assessment tool for managers was also developed, enabling them to assess their individual teams and services, and to compare their results against other teams.

The new IGNITE Improvements system is a bespoke register which documents improvement ideas, and monitors and demonstrates the benefits that arose from implementing them. This year 113 improvements were implemented, bringing the total number of registered improvements to over 190.

Catalyst towards 2023 - leadership development program

This online leadership program develops and supports our people leaders to improve community outcomes, and to lead their teams during a time of significant disruption. Over a 3-month period, participants develop their leadership skills in establishing connections, exploring and adapting to emerging insights, and influencing change. The participants then apply their learning and help advance the organisation towards solving complex problems and strategic challenges identified by Council's executive team.

Seventy people leaders have completed the entire program, with another 38 partway through. The program has already provided insights and recommendations adopted in the new Working Remotely Guidelines. Ideas and recommendations from other challenges are currently being reviewed by service areas, for example, Customer Service, Digital and Environmental Sustainability.

Making a Difference program

Our recognition and reward program, Making a Difference went online this year and has continued to be well-received and utilised by our employees. This program was also a finalist in the 2021 NSW Local Government Excellence Awards. Across the year the program has captured over 3,350 forms of individual recognition:

- 2,554 *Thank You* messages sent
- 664 supported *Above and Beyond* nominations
- 128 individuals recognised as quarterly *Leading the Way* winners
- 5 individuals recognised for our annual *Shaping our Future* awards.

Grants secured

We have worked closely with the NSW and Federal Government to secure one-off grant funding in 2020/21 to deliver services and improved facilities to our community.

The following is proudly funded by the Australian Government:

- \$9.6m on new and upgraded footpaths and shared paths, upgrades to recreational facilities and trails, and playgrounds within our children's centres (Local Roads and Community Infrastructure Programme) *
- \$8.57m on road safety upgrades near primary and high schools (jointly funded by the NSW Government) (Road Safety Program – School Zone Infrastructure) *
- \$20,000 towards making our Australia Day 2021 events COVID Safe

The following is proudly funded by the NSW Government:

- \$6.16m to improve open space in the new Frenchs Forest Precinct at Brick Pit, Akora and Rabbett Reserves (Precinct Support Scheme)
- \$4.75m for the Manly Dam Boardwalk, a pedestrian ramp at Queenscliff, sections of the Pipeline Active Travel shared path and upgrades to the tidal pool at Clontarf (Open Space Legacy Program)*
- \$1.5m to upgrade four cabins at Currawong (Crown Lands stimulus fund)* and \$148,815 restoration of Platypus cabin at Currawong (Caring for State Heritage)
- \$1.21m to increase the shared path network in five locations (Walking and Cycling Program)

- \$975,000 for the Beaches Eat.Stay.Play activities and to activate Manly and Bilgola (Streets as Shared Spaces Program)
 - \$948,789 for hazard reduction works (Bush Fire Risk Mitigation & Resilience Program and the Rural Fire Fighting Fund) *
 - \$859,952 to construct a boardwalk within the Manly Dam Reserve (Metropolitan Greenspace Program) *
 - \$814,442 to upgrade the Cromer 1 synthetic Field Greater Cities Sport Facility Fund)
 - \$400,000 for a new female change space at Porters Reserve, Newport (Greater Cities Sport Facility Fund)
 - \$725,639 to expand and upgrade the clubhouse at Frenchs Forest (Showground Stimulus Fund)
 - \$580,303 for boat ramps at Little Manly Reserve and Bilarong Reserve, Forty Baskets Beach jetty, Paradise Beach wharf, detailed design of wharves at Currawong and Mackerel Beach, and feasibility and design of extension to Church Point commuter wharf (NSW Boating Now)
 - \$593,679 for weed management projects (Governor Phillip Park, Middle Creek Reserve, Griffith Park and Harbord Reserve), upgrade of minor walking trails at Manly Dam Reserve, new memorial walls and seating at Manly Cemetery, and the upgrade at Queenscliff Surf Life Saving Club (Crown Reserves Improvement Fund)
 - \$500,000 for activating spaces at Mona Vale, Forestville and Manly libraries by installing shelving on wheels (Public Library Infrastructure Grant)
 - \$368,181 for bush regeneration and recreation upgrades in Cromer (Greater Sydney Open Space Activation Funding). *
 - \$255,937 for canopy tree planting in Manly Vale and Brookvale (Greening our City)
 - \$50,000 towards the pedestrian sandstone bridge and pathway at Ivanhoe Park (Community Building Partnership Program)
 - \$44,600 for youth development events with the libraries (Youth Opportunities Program) *
 - \$14,996 for The Roundhouse Children's Centre to deliver new learning programs (Quality Learning Environment Program) *
 - \$12,500 to beautify Rialto Square, Manly (Premier's Grant 2020)
 - \$10,000 to support World Food Markets events (Festival of Place – Summer Fund)
 - \$2,000 to undertake activities to support small businesses (Small Business Month Grant)
- * Projects 100% funded by the grant without Council co-contribution

Performance measures	Target	Result 2020/21	
Correspondence replied to within 10 working days	90%	92%	✓
Operational projects completed or on schedule	80%	84%	✓
Capital projects completed or on schedule	80%	86%	✓
Quarterly, annual and statutory reports submitted to Council on time	100%	100%	✓
Voluntary staff turnover rate	≤13%	11%	✓
Number of available Council Wi-Fi access points	115	117	✓

Financial performance measures

Operating performance	>0	-7.32 *	✗
Unrestricted current ratio	>1.5	1.69	✓
Own source operating revenue	>60%	87.42%	✓
Debt service cover ratio	>2 x	2.81 x	✓
Rates and annual charges outstanding	<5%	3.92%	✓
Cash expenses cover ratio (months)	>3	5.20	✓
Building and infrastructure renewal ratio	>100%	117.2%	✓

 Achieved target
  Target not achieved

* The 2020/21 year was impacted by the COVID-19 pandemic, which reduced Council income and increased some costs, as well as additional costs for settlement of legal proceedings.

Operational projects

Completed

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

G19 G20 Deliver a program of service reviews

G20 Develop strategic directions and plans based on Integrated Planning and Reporting framework

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

G19 Develop a harmonised rates structure

On target

G18 Revise and implement the Digital Transformation Strategy

G20 Review the Community Strategic Plan and its resourcing strategy

Capital projects

Completed

IT improvements

G20 Computers, laptops and mobile devices – replacement

On target

IT improvements

G20 IT software new works

G20 IT Infrastructure replacements

Behind schedule

IT improvements

G20 IT infrastructure - new works - an audit of infrastructure switches across Council's network to prioritise replacement delayed the program. The procurement process is underway to replace unreliable infrastructure switches at Boondah Depot and Offices at Vuko Place and will be completed in 2021/22