

Northern Beaches

End of Term Report 2017-2021

A progress report on Shape 2028



northern
beaches
council



Acknowledgement of Country

We acknowledge the traditional owners of this land and elders past, present and future. We recognise Aboriginal people as the original custodians of the Northern Beaches.

The End of Term (EOT) Report provides an update on our progress towards achieving Shape 2028, our community's vision for a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment. This report is a requirement under the NSW Local Government Act 1993, and forms part of Council's Integrated Planning and Reporting (IP&R) Framework. The End of Term Report is defined by the NSW Premier & Cabinet Division of Local Government as a 'report on council's achievements in implementing the Community Strategic Plan over the previous four years'.

Message from the Chief Executive Officer



Northern Beaches Council has evolved during this term of Council, from a newly established organisation to a leader in Local Government.

This End of Term Report highlights our progress towards our community's vision to be a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment, as outlined in the 10-year Community Strategic Plan (CSP), Shape 2028.

This term has not been without its challenges. Our community has demonstrated immense resilience through local storms and flooding, the threat of bushfires and the COVID-19 pandemic.

We adopted a best-practice Emergency Management Framework to ensure Council responds swiftly, compassionately and pragmatically to help our community manage and recover from devastation.

We worked hard to support our local community during the COVID-19 pandemic, ensuring that our services could continue wherever possible. We also focused on support for our local business community who were hit hard by lockdown periods through our business support packages and programs.

Council achieved more than double the State Government's \$76.3 million estimated savings over 10 years from amalgamation, which have been reinvested into the community through Council's operational and capital projects, placing Council in a strong financial position.

The CSP was prepared in collaboration with the community through extensive community engagement to understand the aspirations for the area. It is underpinned by a suite of strategies and plans, to guide Council and key stakeholders in bringing the community's vision to life.

During this term, Council won awards and commendations across all outcome areas of the CSP, reinforcing our place as a leader in industry.

In 2019 and 2020 we won the NSW state titles of the Local Government Management Challenge. We went on to compete in the Australasian titles in both years and were awarded runners up in 2020.

We achieved silver partnership recognition as part of the NSW Government Sustainability Advantage Recognition Scheme demonstrating our achievements and ongoing commitment to environmental sustainability. Key achievements included securing a contract to shift to 100 percent renewable electricity across all 382 major sites and partnering with Ausgrid to accelerate the replacement of our residential streetlights with LEDs, reducing carbon emissions and saving Council \$1.7 million in energy consumption costs and maintenance over 10 years.

We worked closely with the community to develop a new brand for the Northern Beaches, developing a united identity, strengthening our community connection and improving our ability to market our local area.

The achievements of this Council during the term are significant and a reflection of the work of our Councillors and staff. I would like to thank all those who have contributed to the positive outcomes in our community and am proud to lead our thriving organisation.

Ray Brownlee PSM
Chief Executive Officer

Council's 2021 COVID-19 lockdown efforts*



73,310 library items were borrowed through **33,239 deliveries** through **Library2U home deliveries**



Children's Services continued to **deliver childcare for essential workers**



over **3,000 native plants** were distributed through the **Backyard Habitat Program**



over **600 Click and Create craft kits** went to homes



over **400 locals** joined our **environment, waste and school webinars**



100s of newsletters and updates were sent out, as well as numerous **social media posts** published and **signage** put up to keep everyone informed of the evolving situation



our **Meals on Wheels** service continued when it was needed most, with welfare checks moved to the phone to make sure each of our clients was doing okay



over **400 bottles of hand sanitiser** and **1,000 masks** were distributed to **services and groups that needed it**



our **cleansing and waste collection staff increased** their rounds to make sure our **public facilities were hygienic.**

* Covering the lockdown period June - October 2021

Scene Setting with the Community Strategic Plan (CSP)

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

● Environment

Protection of the environment

Goal 1

Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations

Goal 2

Our environment and community are resilient to natural hazards and climate change

Goal 3

Our community is well-supported in protecting the environment

Environmental sustainability

Goal 4

Our Council is recognised as a community leader in environmental sustainability

Goal 5

Our built environment is developed in line with best practice sustainability principles

Goal 6

Our community will continue to work towards sustainable use of resources

● Social

Places for people

Goal 7

Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community

Goal 8

Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing

Goal 9

Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities

Community and belonging

Goal 10

Our community is stimulated through a diverse range of cultural and creative activities and events

Goal 11

Our community feels safe and supported

Goal 12

Our community is friendly and supportive

- Economic

Vibrant local economy

Goal 13

Our businesses are well-connected and thrive in an environment that supports innovation and economic growth

Goal 14

Our economy provides opportunities that match the skills and needs of the population

Goal 15

Our centres attract a diverse range of businesses providing opportunities for work, education, leisure and social life

Transport, infrastructure and connectivity

Goal 16

Our integrated transport network meet the needs of our community

Goal 17

Our community can safely and efficiently travel within and beyond Northern Beaches

Goal 18

Our community can easily connect and communicate through reliable communication technologies

- Civic

Good governance

Goal 19

Our council is transparent and trusted to make decisions that reflect the values of the community

Goal 20

Our Council efficiently and effectively responds to, and delivers on the evolving needs of the community

Partnership and participation

Goal 21

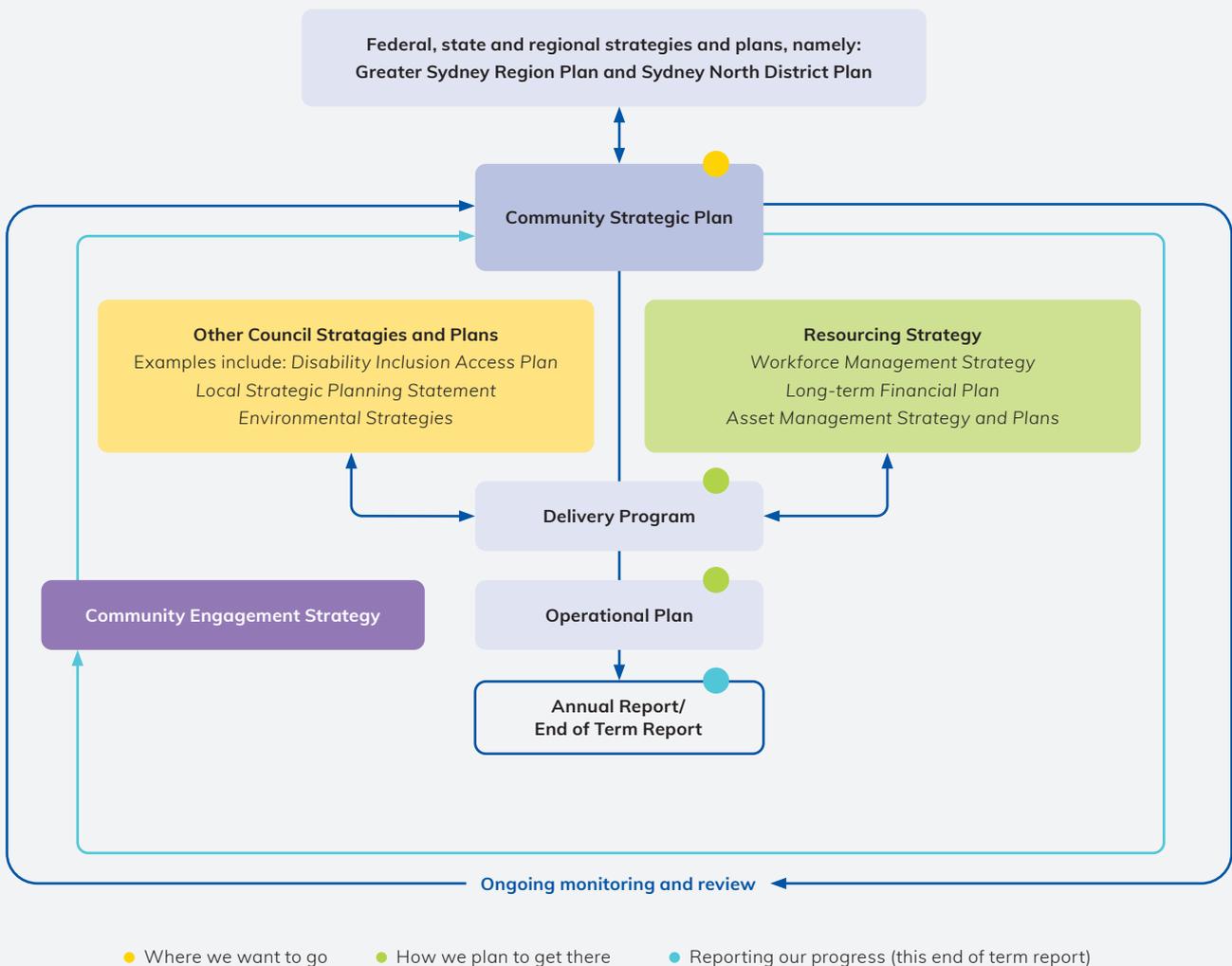
Our community is actively engaged in decision making processes

Goal 22

Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community

How Council delivers on the CSP and Community Vision

The IP&R framework recognises that Council plans and policies do not exist in isolation and are all connected to deliver community outcomes. The IP&R framework is demonstrated in the diagram below.



How Council measures progress

A range of community indicators were developed to measure our progress towards delivering the shared vision of the CSP.

These indicators were selected to monitor the effectiveness of community outcomes across the Northern Beaches Local Government Area (LGA). Each indicator is measured using data collected by Council, Government and/or community-based agencies. Some indicators rely on Australian Bureau of Statistics (ABS) data collected every five years. Community indicators will be reviewed in the next version of the CSP to be delivered in 2022.

The following sections of this report provide an overview of Council's eight community outcomes. It includes data that reports on community indicators and Council's progress towards achieving our community's goals over the past three years.

Icon Key

Community measure on target	
Community measure off target	

Protection of the environment

'We aspire to protect the natural and built environment from the risks and impacts of global and local pressures.'

The Northern Beaches is proud to be surrounded by an extraordinarily beautiful environment. Our beaches, coast and waterways are such a unique and valuable asset for our community. Our aspirations in 2018 were to protect the environment for its own inherent value and to benefit current and future generations.

To achieve these outcomes over the next ten years, our community goals were identified in the Community Strategic Plan as:

- Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations
- Our environment and community are resilient to natural hazards and climate change
- Our community is well-supported in protecting the environment.

Making progress 2017 - 2021

Protect. Create. Live: the Northern Beaches Environment and Climate Change Strategy 2040

was adopted by Council in December 2019 following extensive community and stakeholder engagement and significant research. The strategy outlines our plan for a healthy and diverse natural environment that is respected, supported and celebrated. The award-winning strategy includes bold aspirations and commitments, aimed at driving urgent and ongoing action to address environmental challenges and serves to guide Council's environment-related decisions and actions.

Emergency management

Council embraced a new approach to revolutionise its emergency and disaster response, adopting a best-practice Emergency Management Framework based on the internationally recognised Australian Inter-Service Incident Management System (AIIIMS2). The framework ensures Council responds swiftly, compassionately and pragmatically to help our community manage and recover from devastation.

Combined with Council's new Business Continuity Planning Program, the organisation was well prepared and highly effective in supporting the community through significant emergencies including bushfire threats, flooding and evacuations, coastal erosion, extended power outages and the threats and impacts of COVID-19.

Council environmental advocacy

Northern Beaches Council took a stand on a variety of environmental issues. In August 2019, Council declared a climate emergency seeking state and federal government support to mitigate the impacts of climate change. Council also expressed its opposition to plans for offshore drilling on the Northern Beaches, declaring drilling platforms for gas and oil exploration would harm marine life and disrupt dolphin and whale migration. In April 2021, Council called on the NSW Government to remove shark nets on beaches in the local area and replace them with a combination of modern and effective alternative shark mitigation strategies that maintain or improve swimmer safety and reduce unwanted bycatch of non-target species.

Investment in regenerating habitats

Almost 4,000 hectares of bush were regenerated to improve native habitats and reduce the impact of invasive species. More than 20,000 native plants and trees were planted in bushland, increasing the extent and quality of habitats for many threatened species. Council's successful regeneration outcomes has resulted in Council obtaining grant funding from the NSW government for further regeneration projects.

Backyard Habitat program

A new Backyard Habitat program launched, with over 5,200 native plants delivered to residents during COVID lockdowns in 2020 and 2021. The plants were propagated from locally sourced seeds at Manly Dam and Curl Curl community nurseries and delivered to over 1,750 local residents. The program has seen strong uptake from residents interested in conserving wildlife habitat in their own backyard and in volunteering for Bushcare.

Greener Communities team members



Preparing for bushfires

Council worked with local agencies to enhance our management of bushfire risk. This included the development of a new Bushfire Management Policy and the certification of the Bush Fire Prone Land Map, which was developed in partnership with NSW Rural Fire Service. Several practical actions were also taken to build local resilience and help keep our community safe from the threat of bushfires. Over 40 hazard reduction burns were completed in advance of the Bush Fire Danger Period. Council also distributed information to ratepayers related to bushfire prevention and provided extra green waste collection services to our offshore communities to assist in fuel management. Fire trail works were completed to meet Rural Fire Service standards throughout our area, including along the Western Foreshores, Duffys Forest and Manly Dam.

Community meetings were also held in high-risk areas including Terrey Hills and Frenchs Forest with over 100 residents attending to ensure they were prepared for the fire risk.

In November 2020, a total state-wide fire ban was declared along with predictions of catastrophic fire conditions. Council responded to ensure our community's safety, by closing all bushland tracks and trails including Manly Dam, Manly to North Harbour walk and Stony Range Gardens, and worked closely with the Rural Fire Service and local emergency services. We prepared large animal refuges at Frenchs Forest Showground and North Narrabeen Reserve for relocating horses and other large animals away from bushland. Opening hours at our libraries were also extended to provide a safe and comfortable place for the community.

Hazard reduction burns



Protecting our coastline and our community

Council developed an emergency preparedness map, which allows people on the Northern Beaches to search for their property and establish the property's proximity to bushfire prone land, mapped flood, and coastal erosion areas and identifies what risks their property would be exposed to in extreme weather conditions and other emergencies. Users of the map are directed to a series of relevant resources, tools and templates which help them to prepare their emergency plans.

New coastal early warning system

A coastal early warning system was implemented between Manly and Shelly Beaches providing daily updates on ocean conditions, with a traffic light system that alerts staff to the likelihood of waves breaking over the walkway. By predicting the level of storm activity and potential risk to pedestrians more effectively, we are in a stronger position to determine the level of risk to thousands of people who use the pathway each day.

Climate Resilience Design Guide

Council was one of two leading Local Governments collaborating with the Institute of Public Works Engineering Australasia to develop a Climate Resilience Design Guide. Over the past couple of years, NSW has experienced extreme drought, bushfires, coastal erosion events and most recently flooding. Case studies were prepared by testing alternative approaches to making concrete, bitumen, steel, timber and plastics more resilient to climate change.

The guidelines assist asset managers, project managers and communities throughout Australia to select construction materials that will be more durable to the impacts of climate change such as the increased intensity of coastal storms, floods, bushfires and heatwaves.

Mitigating local flooding

Council has had a great impact on the understanding of flooding with the adoption of four flood studies and flood risk management study and plans. Three additional flood risk management study and plans are nearing completion and are expected to be presented to Council in early 2022.

Many significant improvements have been made to our stormwater network to both increase the water quality and reduce the flooding for the community. Three of these projects have been noted as finalists for industry awards. The gross pollutant trap upgrade at Crown of Newport Reserve is one of those projects. The project had a two fold improvement by reducing the impacts of flooding due to blockage during large rainfall events and increase in water quality to the downstream catchment with the removal of debris and pollutants.

A significant achievement was Northern Beaches Council being the first Council to adopt a Zero Waste to Ocean Charter. The charter was adopted to guide the organisation in making decisions with the protection of the downstream environment. Council also wrote to all coastal councils in Australia encouraging them to follow this example.

Tactical environmental action plans

A series of tactical action plans are being developed to support Council's Environment and Climate Change Strategy. Council's Climate Change Action Plan was the first action plan developed to support the strategy and was launched in February 2021.

It identifies actions to mitigate and adapt to climate change to ensure we are ready for the predicted long term effects already locked into the system. Additional action plans to be developed will include bushland, biodiversity, waterways and catchments, urban tree canopy and sustainable living.

Council is developing its first Resilience Strategy to prepare and strengthen our community. This will enable us to better withstand shocks, such as the impacts of natural disasters, and from stressors, such as climate change, pandemics and economic downturn.

Tracking our progress

Council is committed to monitoring and communicating our environmental progress and is developing a dashboard to enable our community to track our progress. The environmental dashboard will contain multiple tools designed to clearly and simply communicate our progress towards our commitments and aspirations set out in the Environment and Climate Change Strategy.



4,910ha

bush regeneration undertaken



4,040m

stormwater networks renewed or upgraded



40

rare white seahorses protected at Clontarf Beach and Forty Baskets tidal pools



470

bushcare volunteers



26,000+

hours of volunteer bush regeneration



3

Bushcare groups at Avalon, Long Reef and Warriewood

Measure	Progress	Target	Result
Regional air quality	Air quality for the Sydney East Region was largely maintained or improved. There was a slight dip in 2019 due to smoke from hazard reduction burns. In 2020, the air quality was fair, good or very good for 96% of the calendar year, up from 89% in 2017.	Maintain	✓
Biodiversity - no. threatened plant and animal species	This is a NSW-wide measure. Two additional species were added to the list of endangered species in NSW - the white seahorse and the Maroubra woodland snail (which is found along the coast of Sydney, including the Northern Beaches). Both animals are endangered due to a decline in natural habitat.	Maintain	✗
Health of lagoons	The overall water quality of all lagoons was either maintained or improved. Curl Curl Lagoon improved from C to B grade and Manly Lagoon improved from D to C grade. All other lagoons maintained their water quality rating.	Maintain	✓
Water quality of beaches for swimming	While water quality at all sites was suitable for swimming most of the time, it was occasionally impacted by stormwater pollution following rainfall. In latest 2019/20 report, sites at Elvina Bay in Pittwater and Narrabeen Lagoon entrance were both upgraded (to Very Good, and Good respectively) due to improved microbial water quality.	Maintain	✓

Satisfaction with services provided by Council

The results related to satisfaction with Council services are based on community surveys conducted during the term.

Measure	Progress	Target	Result
Protection of native animals and plants	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✓
Maintenance of beaches, headlands and rock pools	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✓
Management and protection of creeks, lagoons and waterways	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✓
Maintenance of trails and tracks	Comparison 2018-2019 Community Surveys. Satisfaction increased.	Maintain/Increase	✓
Control of feral animals	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✓
Restoration of natural bushland	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✓
Management of local flooding	Comparison 2018-2019 Community Surveys. Satisfaction decreased.	Maintain/Increase	✗
Environmental protection and regulation	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✓

Collaroy Beach seawall



Award highlights

Winner



Local Government Excellence Awards 2019

Excellence in the Environment Awards

Innovation in Planning, Policies and Decision Making - Protecting public and private assets at Collaroy-Narrabeen Beach



Sustainable Cities Awards 2020

Keep Australia Beautiful

Response to Climate Change Award - Environment and Climate Change Strategy 2040

Highly commended



Local Government Excellence Awards 2019

Excellence in the Environment Awards

Climate Change Action - Building Resilience Into Infrastructure Assets Project



Local Government Excellence Awards 2021

Disaster Recovery/Emergency Response Management

Manly Beach (Marine Parade) Wave Overtopping Early Warning System and Response

Environmental sustainability

‘We aspire to be leaders in managing our resources sustainably and for the long term to ensure that development is balanced with our lifestyle and environment.’

Our Northern Beaches community cares deeply about the sustainability of the environment in which we live, work and play. We encourage a culture of environmental awareness and lead by example. Our aspirations in 2018 were to collaborate with our community and partners to plan, promote, educate and facilitate more sustainable ways of living.

To achieve these outcomes over the next ten years, our community goals were identified in the Community Strategic Plan as:

- Our Council is recognised as a community leader in environmental sustainability
- Our built environment is developed in line with best practice and sustainability principles
- Our community will continue to work towards the sustainable use of resources.

Making progress 2017 - 2021

Achieving emission reduction commitments

Council met its targets this year, well ahead of the committed timeframes, for 'all suitable sites being powered by renewable electricity by 2030' and achieving a '65% reduction in carbon emissions by 2040'. This was achieved when we secured a contract to shift to 100 percent renewable electricity across all sites which is set to reduce our carbon emissions by 80 percent. The switch to renewable energy has also cut an estimated \$1.9 million from Council's electricity bills over the next seven years. Council achieved further energy savings through LED lighting improvements at carparks, buildings and sports fields and energy efficiency upgrades of air conditioning equipment and pool pumps. We are now producing our own renewable electricity from more than 900kW of installed solar photovoltaics.

Cities Power Partnership

Council joined with 70 other Australian Councils in the Cities Power Partnership (CPP) to investigate and undertake more clean energy solutions. Council committed to CPP pledges to see initiatives developed in renewable energy, energy efficiency, sustainable transport and working with our community. The first initiative launched by Council was the Charge Ahead program, which continues to provide support to residents who want to make a difference in their own home. Several free services were launched for residents, including SunSPOT a solar mapping tool run by the Australian Photovoltaic Institute. This allows homeowners to calculate potential electricity savings by accurately estimating the amount of solar electricity that can be generated from rooftop solar panels and considers issues like solar intensity, shading and roof orientation.

Community battery trial

Council partnered with Ausgrid on a two-year community battery trial - the first of its kind on the east coast of Australia. The battery was installed in Beacon Hill in February 2021 and will save households in electricity costs and the expense of individual batteries. The initiative helps local residents to get the most out of their solar power systems while improving the local electricity grid. Our goal is to see a 50 percent uptake of solar by 2030, so we will be watching the trial closely and expect it will help more of our residents make the switch to solar.

Improved street lighting solutions

We also partnered with Ausgrid to accelerate the replacement of our residential streetlights with LED's. This initiative resulted in a reduction in energy consumption and a reduction in the light being spilt to the night sky by approximately 90 percent, keeping the light within the roadway and transitioning away from mercury vapour lights. The switch to LED reduces carbon emissions and will also save Council \$1.7 million in energy consumption costs and maintenance over 10 years.

Solar panel on Council's Cromer office building roof



Saving water

Council partnered with Sydney Water to improve water savings with local businesses and Council buildings, including depots and childcare centres. Water savings projects reduced water usage in our facilities with ongoing water savings of 60,000kL per year. We also launched Water Savings Assessments for local cafes and restaurants. 46 local businesses have participated to date, achieving more than 112,000 kL/year in ongoing water savings.

More rainwater harvesting systems were installed for irrigation and toilet flushing, including three 5,000kL rainwater tanks at North Narrabeen Reserve Amenities Block and water tank upgrades at Sydney Lakeside Holiday Park, one of our highest water using sites. We further supported innovation with the installation of SOURCE water hydropanels at Currawong Holiday Cottages. The hydropanels produce clean drinking water from air and build resilience into the water supply of the site.

Innovative waste solutions

Council supported households, schools and local businesses to reduce their waste through a series of initiatives. Council delivered a new harmonised waste collection service, designed to be safer, cleaner and smarter. The waste service has seen an improvement in waste diverted from landfill from 48 to 65 percent and an improvement in CO2 emissions.

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

Reducing single-use plastics

Council worked to reduce the use of single-use plastics across the Northern Beaches. A 'Swap for Good' program was implemented to support businesses to move away from single-use plastics and promote the use of 'Swap and Go' coffee cups. The program includes action plans, supplier lists, resources and ongoing support, as well as providing collaboration opportunities for business owners and managers to share ideas and solutions. Over 60 local businesses have signed up to the initiative, engaging in networking, events and workshops.

Beyond local businesses, Council reviewed the use of plastic bottles at local events and implemented more sustainable solutions. This included shared bubblers and mobile water bottle stations being used at major public events as an alternative to single-use plastic water bottles.

Sustainability in schools

Council worked with local schools to improve sustainability practices within our education system. Sustainable garden programs were implemented in ten local schools in partnership with Health NSW. Council collaborated with 'Worn Up' to initiate a school uniform recycling program across 12 local schools. Council supported 10 local schools to remove the use of plastic straws, plastic bottles and soy fish through the Canteen Support Program.

Community sustainability education

The Manly Environment Centre and the Coastal Environment Centre at North Narrabeen delivered programs to challenge how we think about our environment and ways to live more sustainably. Over 50,000 students from preschool to high school participated in structured curriculum-based school programs at one of our centres, while over 1,000 children enjoyed the Kids on the Coast school holiday program at North Narrabeen. The programs cover a range of environmental sustainability topics, including how we can protect marine life from plastic pollution. Local high schools also conducted citizen science field surveys to explore the presence of microplastics along our shorelines.

Hundreds of community members participated in local events to learn more about the local environment and sustainability. Community events included night walks at Warriewood Wetlands and Manly Dam, rock platform tours and screenings of the films Sustainable Solutions and 2040. Community workshops included native beekeeping, worm farms and composting, snakes and spiders, making beeswax wraps and sustainable fishing.

Recycling waste for roads

We are working with a recycling partner on a novel waste recycling solution that transforms materials collected from streets into sustainable road surfacing material, dramatically reducing waste going to landfill and slashing dumping costs. Around 1,600 tonnes of materials have been collected since the trial commenced, with over 80 per cent of the material able to be recycled. The material obtained from this process is used as part of the asphalt on Sydney's road networks.

Adopted policies

Council created several policies related to environmental sustainability including community gardens, bushland and biodiversity, asbestos management and single-use plastics. The harmonisation of these policies enables better environmental sustainability outcomes across the Northern Beaches.

Sustainability recognition

Council achieved Silver Partner recognition as part of the NSW Government Sustainability Advantage Recognition Scheme and is now working towards Gold Partner recognition. The program acknowledges and celebrates sustainability outcomes achieved by its members. Council was recognised for its leadership and commitment to sustainability, community engagement for sustainable outcomes and planning and management systems to support sustainable practice, including processes for continuous improvement.

Paving the Way

We have joined forces with 15 Sydney councils to drive a new age of sustainable road-making by prioritising the use of recycled crushed glass where feasible as a substitute for natural sand in local roads and footpaths. The project is part of the Southern Sydney Regional Organisation of Councils (SSROC), Paving the Way initiative. The project is expected to see the equivalent of over 80 million glass bottles per year recycled back into local roads, while reducing greenhouse gas emissions equivalent to planting 14,000 trees per year.

The recycled crushed glass is turned into a coarse sand which is used as a substitute for natural sand in asphalt, non-structural concrete and pipe bedding. Paving the Way is stimulating end markets for recycled glass while supporting local jobs and the development of essential recycling infrastructure in the region.

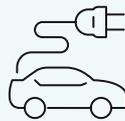
Community waste dashboard

Community waste dashboards were created to help improve community understanding of the waste produced across the Northern Beaches, which will be released in December 2021. The dashboard visualises information about waste generated in the Northern Beaches by waste stream, suburb and provides resources to educate residents on how to reduce their footprint. The aim of the dashboard is to educate residents on waste quantities generated within the Northern Beaches and downstream processing of the different waste commodities. It also shows the seasonal trends associated with waste generated in the area and allows users to gain a deeper understanding about what is done with their waste and ways to reduce what goes in their bin.



35%

reduction in total water use by Council



30%

reduction in total greenhouse emissions



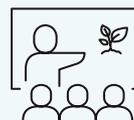
17%

improvement in domestic waste diversion from landfill



\$1.9m

saved over seven years by shifting to renewable energy



50,000+

students participated in community sustainability education

Measure	Progress	Target	Result
Community greenhouse gas emissions	Greenhouse gas emissions reduced from 2,038,235 tonnes CO2 reported in 2017 to 1,989,707 tonnes CO2 reported in June 2021.	Decrease	✔
Domestic waste diversion rates	<p>Council is on track to achieve 70% domestic diversion from landfill by 2028 (the last year of Community Strategic Plan 2018-2028). Council has already achieved 65% domestic waste diversion. This is a significant improvement from 48% domestic waste diversion at baseline.</p> <p>Implementation of Council's new waste collection and disposal contracts are continuing to deliver improved diversion from landfill, although changes to NSW legislation impacted the ability to redirect processed red bin waste (including organics) to beneficial reuse. Council is now investigating measures to significantly increase diversion of organics from landfill, to substantially improve our landfill diversion rates.</p>	>70%	✔
Projected landfill life of Kimbriki	Kimbriki's projected landfill life has increased from 2032 at baseline to 2051 at the end of the term.	Maintain/Increase	✔
Action for Cities Power Partnership - pledges completed	<p>Two Cities Power Partnership pledges were completed:</p> <ul style="list-style-type: none"> • Set city-level renewable energy or emissions reduction targets and sustainable energy policies to provide a common goal and shared expectations for local residents and businesses. • Provide Council resources to educate and support the uptake of renewable energy. 	Increase	✔

Satisfaction with services provided by Council

The results related to satisfaction with Council services are based on community surveys conducted during the term.

Measure	Progress	Target	Result
Environmental education programs and facilities	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✔
Council operates in an environmentally friendly way	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✔
Domestic waste collection service	Comparison 2018-2019 Community Surveys. Satisfaction decreased. The survey coincided with the roll out of new bins which did cause some disruption at the time. The number of reports of missed waste collection has reduced from 1% in June 2019 to 0.14% in June 2021	Maintain/Increase	✔
Household bulky items collections	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✔
Management of trees	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✔

'Swap for Good' program



Award highlights

Winner



Local Government Excellence Awards 2019

Environmental leadership and sustainability: population over 200,000
- Swap for Good Business Program



Sustainability Matters Awards 2020

Smart Cities Awards - Future of Place
- (winner with UTS, Lake Macquarie City Council)



Sustainable Cities Awards 2020

Keep Australia Beautiful - Overall Sustainable Cities Award
- Sustainability practices, ethos and community collaboration



Sustainable Cities Awards 2020

Keep Australia Beautiful - Environmental Communications Award
- Swap for Good campaign



Sustainable Cities Awards 2020

Keep Australia Beautiful - Recycled Organics Award
- Closed Loop Organic Recycling program



Communicator Awards for Excellence 2021

Overall Design for Marketing/Promotion - What a Load of Rubbish campaign

Places for People

‘We aspire to create welcoming, accessible and affordable private and public spaces that foster good health and social interaction.’

The ambience and quality of our physical surroundings on the Northern Beaches affects our wellbeing as individuals and as a community. Our aspirations in 2018 were to see more vibrancy in our open spaces, while maintaining the village feel we know and love, as well as improving housing diversity and affordability for young people and key workers.

To achieve these outcomes over the next ten years, our community goals were identified in the Community Strategic Plan as:

- Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community
- Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing
- Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities.

Making progress 2017 - 2021

Towards 2040

Powered by community-led vision, the Local Strategic Planning Statement was adopted by Council in March 2020, to guide land use planning for the Northern Beaches over the next 20 years. It incorporates 30 planning priorities and serves as a bridge between strategic land use planning at a district level (led by NSW Government) and local statutory planning. Our local community played a key role in establishing a bold, forward-thinking strategy through innovative engagement techniques designed to build capacity, strengthen relationships and increase planning knowledge in the community, winning an award in 2020 from the Greater Sydney Commission in recognition of community collaboration for the project.

Northern Beaches Hospital Precinct

Frenchs Forest was identified by the State Government in the Greater Sydney Region Plan and North District Plan as a vital Health and Education Precinct. The new Northern Beaches Hospital was opened in October 2018. Council has been working in partnership with key stakeholders including State Government and the community to plan and create a vibrant new town centre and health precinct. This won the 2018 Local Government NSW RH Dougherty Award for excellence in communication, as well as the 2018 Greater Sydney Commission Great Community Consultation Award.

Improving housing affordability

Housing affordability continues to be a key area of concern for our local community. Council adopted the Local Housing Strategy in April 2021, outlining how and where housing will be delivered to meet the community's needs now and in the future. An Affordable Housing Policy and Affordable Housing Contributions Scheme were also adopted to solidify our commitment to increasing the range and supply of affordable housing in the Northern Beaches to meet the growing and changing needs of its community, particularly for key workers.

Infrastructure to support development

In order to support community infrastructure needs, Section 7.12 of the Environmental Planning and Assessment Act 1979 authorises councils to require developments to pay a levy as a percentage of the proposed cost of the development toward the provision, extension or augmentation of local infrastructure. Council adopted a new Section 7.12 Contributions Plan to provide a framework for the efficient and equitable determination, collection and management of contributions collected from infill development on the Northern Beaches. The contributions collected from developers under this plan will be placed towards local infrastructure, including new and upgraded playgrounds, sportsgrounds, reserves, foreshores, youth friendly spaces, footpaths, kerb and gutter, traffic facilities and the wharf expansion at Church Point.

Northern Beaches Hospital Precinct



Lionel Watts synthetic playing fields



Glen Street Open Space Masterplan

All work on the Glen Street Open Space Masterplan was completed, creating multi-functional facilities that deliver a thriving cultural, recreational, sporting and social hub in an area that needed revitalisation. Sporting facilities were upgraded, featuring six new hard surface netball courts, two full size all-weather synthetic fields, a junior football pitch, plus a senior AFL oval catering for football, AFL, softball, cricket and touch football among other sports. The sports amenities were also upgraded including additional female changerooms, improved accessibility and upgrades of the existing canteen, amenities and changerooms.

The Masterplan also saw the construction of a range of recreational facilities including a new regional all-abilities playground, offering children of all abilities an inclusive and fun play space complete with a double flying fox, nature play and climbing frames. The play space includes accessible family toilets, BBQs, picnic settings and shelters, so everyone can stay and play together for longer.

A new skate park was built for BMX riders, scooter riders and skaters, from beginners to more advanced riders. It was designed in collaboration with a skate advisory group, helping to ensure the park met the needs of the local community. The Frenchs Forest Showground was also upgraded, including an off-leash dog area with a separate area for small and shy dogs to use. The space enables our community to enjoy the outdoors and stay active with their furry family members.

World first sensory playground network

Council teamed up with Play for All Australia and the local creative community in an exciting new approach to making children's playgrounds more inclusive. Five neighbourhood play spaces in Belrose were transformed into a big, vibrant and inclusive sensory play network that all children can enjoy. Each location takes inspiration from one of the five senses (sight, sound, touch, smell, movement) and has a character mascot to match. They are all focused on sensory play and are innovative in design. The five locations include Lindrum, Wentworth, Maple, Windrush and Pusan Reserves.

Draft Avalon Place Plan

The Draft Avalon Place Plan was developed with significant upfront consultation with the local community. The draft Place Plan identifies and considers the features that make Avalon Beach a special and unique place now and into the future. The draft Place Plan focuses on public domain improvements over a ten-year period. These range from Dunbar Park playground improvements, through to the proposed redesign of the Old Barrenjoey Road and Avalon Parade intersection, and the introduction of cycleways in-line with the recently adopted Northern Beaches Bike Plan. It identifies what the community values most and provides an action plan to allow changes that are aligned with the community's current and future needs and aspirations. It is the first in a series of place plans, with Manly and Mona Vale the next to be created.

Narrabeen Lagoon trail over-water boardwalk

The improved connectivity to the popular 8.4 km trail saw the delivery of an overwater boardwalk spanning 170 metres on the northern foreshore of Narrabeen Lagoon. It realigns a very narrow section of the trail away from the busy Wakehurst Parkway, providing extra space and a safer route for cyclists, joggers and walkers, while protecting the lagoon's shoreline biodiversity. Built with marine-grade hardwood and non-corrosive materials, it blends with the natural environment. The boardwalk has increased community participation in active recreation and provides a consistent experience on the popular Narrabeen Lagoon trail.

Disability and inclusion

The Disability Inclusion Action Plan (DIAP) serves to make universal inclusion and access available to all people, creating a Northern Beaches that provides an enjoyable and equitable experience for all who live and work here. Council's first DIAP was launched in June 2017, and most actions were progressed or completed during the term. Inclusive programs were run across our children's centres, libraries, environmental centres, bush care activities and aquatic centres, to support the development of positive community attitudes and behaviours. Council provided a wide range of opportunities for volunteering and student placements, including for people with a disability, to support access to meaningful employment.

Accessible amenities

Creating accessible services, facilities and infrastructure was a key focus, with disability inclusion now embedded in our planning and project management frameworks for future plans and works. Accessible amenities were built at North Narrabeen Rockpool, Nolan Reserve (North Manly), Balgowlah Oval, Queenscliff Surf Life Saving Club, Beacon Hill Community Centre, Jacka Park (Freshwater), Bilarong Reserve (Narrabeen), Manly Dam, Collaroy Beach, North Narrabeen Reserve, Lionel Watts Reserve (Belrose), Harbourview Childcare Centre, Manly Soldiers Building, Cromer Park, Warriewood Rugby Park, Tramshed Community Centre and Berry Reserve. All are mapped on Council's interactive accessibility map on our website, to help people know where they are and to make getting out and about more inclusive.

BMX and mountain bike trails

BMX and mountain biking continues to be a growing sport across the Northern Beaches. We opened Bare Creek Bike Park in partnership with Property NSW, which 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. The BMX track at JJ Melbourne Hills (Terrey Hills) was also resurfaced and the lighting upgraded to improve the safety and quality of the facilities. Mountain bike trails were renewed at Manly Dam to improve safety and reduce trail erosion, while also enhancing the riding experience.

Narrabeen Lagoon trail over-water boardwalk



Frenchs Forest

Council is working in partnership with the Department of Planning, Industry and Environment (DPIE) to build a new town centre in Frenchs Forest. The DPIE recently exhibited the draft Frenchs Forest 2041 Place Strategy, draft planning controls (Explanation of Intended Effect) and associated technical studies. Council has prepared a submission in response to these drafts, which includes feedback from the local community. The new town centre will include 2,000 new homes, 250 affordable dwellings, around 2,000 new jobs, public open spaces, and easier walking and cycling connections. The aim is to create an attractive precinct that offers a great lifestyle and ensures the centre becomes an employment hub for the Northern Beaches. Council is seeking to achieve a Green Star Communities Rating from the Green Building Council of Australia for the precinct.

Surf life saving clubs

Our surf life saving clubs are an integral part of our community, helping to keep our community safe on the beaches and serving as hubs for the community to come together. Council is investing \$22.2 million over the next four years in our local surf club buildings with new buildings at Mona Vale and Long Reef and upgrades to buildings at Manly, North Curl Curl and South Narrabeen. The new buildings will be fit for purpose and more sustainable to meet the needs of the club and community now and in the future.



78

Disability Inclusion Action Plan actions progressed or completed



2,414

new dwellings approved*



18,265

trees planted on public land



1m

people are walking Spit to Manly and the Narrabeen Lagoon trail each year



10m

visitors to our beaches each year

* new dwellings approved from 2018-2021

Places for people - measures

Measure	Progress	Target	Result
New dwelling approvals v population growth	From 2018-2021 a total of 2,414 new dwellings approved (2.4% growth on 2016 no. dwellings), which has more than kept pace with the 1.9% growth in population - an average of 2.1 people per new dwelling. Includes new additional housing stock (new dwelling houses, granny flats, residential aged care facility units as well as residential unit).	Increase	✓
Affordable housing stock	The results for affordable housing stock are obtained from census data. Census surveys were completed in 2016 and 2021, however the 2021 results are not yet available.	Increase	No Data
Availability of sportsfields out of school hours	Improvement works to local sporting fields resulted in an increase in availability of sportsfields out of school hours from 4,289 hours per week to 4,405 hours per week. Key projects included work at Cromer Park, St Matthews Farm and Lionel Watts Sportsground.	Increase	✓
Obesity rates of the Northern Health District	While the rates of obesity in our local area remain more than 5% lower than the average obesity rate across NSW, obesity rates increased 1.6% since baseline.	Decrease	✗

Satisfaction with services provided by Council

The results related to satisfaction with Council services are based on community surveys conducted during the term.

Measure	Progress	Target	Result
Managing development (landuse planning)	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓
Cleaning of towns and villages	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓
Sporting fields and amenities	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓
Parks and recreation, including playgrounds	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓
Wharves and boat ramps	Comparison 2018-2019 Community Surveys. Satisfaction increased.	Maintain / Increase	✓

Bare Creek Bike Park



Award highlights

Winner



Institute of Public Works Engineering Australasia (NSW) 2018

Special Heritage Award - Refurbishment of Heritage Sydney Tram (Narrabeen Tramshed) - restoration done by The Forest Men's Shed



Local Government NSW 2018 - RH Dougherty Awards

Excellence in Communication - Northern Beaches Hospital Precinct Structure Plan



Greater Sydney Commission Awards 2020

Community Collaboration Award - 'Towards 2040' Local Strategic Planning Statement

Highly commended



Local Government Excellence Awards 2021

Assets & Infrastructure Projects - Narrabeen Lagoon Boardwalk



Parks and Leisure Awards 2021

Park of the Year - Lionel Watts/Frenchs Forest Showground

Community and Belonging

‘We aspire to care for everyone in the community, making sure that people feel safe, supported, included and have diverse opportunities for a rich cultural and social life.’

Strong and inclusive communities with a sense of belonging benefit individuals and society as a whole. Our aspirations in 2018 were to ensure everyone in our community is supported, especially people who are vulnerable to social isolation. We also aspired to bring people together through arts and creativity, to celebrate diversity and recognise our shared and unique values.

To achieve these outcomes over the next ten years, our community goals were identified in the Community Strategic Plan as:

- Our community is stimulated through a diverse range of cultural and creative activities and events
- Our community feels safe and supported
- Our community is friendly and supportive.

Making progress 2017 - 2021

Our Suicide Prevention Response

Our partnerships with police, health authorities, local mental health service providers and the community have enabled us to develop a coordinated response to suicide on the Northern Beaches. In an effort to improve suicide intervention skills, Council has led the roll out of suicide awareness training to strengthen the community response to suicidal thoughts and behaviour as part of the 'Community Gatekeeper' program, with funding from NSW Health. Almost 200 community members have received training to date. Most importantly, following implementation, suicide rates decreased in our local area, by almost a third between 2018 and 2019.

Additional mental health initiatives were conducted to support positive wellbeing in our community. In mid-2020 Council ran a 'Safe and Sound Webinar Series' which featured six free online wellbeing sessions. The webinars were aimed at supporting young people, men, women, seniors and LGBTIQ+ communities. Each webinar featured a range of speakers from local support services and organisations, sharing tips and information about key stressors and the services available to help you and the people around you live well. Recordings of each webinar were available on Council's website as valuable resources for the community.

World class surfing events

The Northern Beaches played host to world class surfing events in Manly and North Narrabeen. Manly hosted the Vissla Sydney Surf Pro in 2018 and 2019, with surfers from around the world competing in this World Surfing League (WSL) event. The WSL returned to the Northern Beaches at North Narrabeen in April 2021, bringing the world's best male and female surfers to our shores for this Championship Tour event. Thousands of people descended on the Northern Beaches in a COVID-safe manner, stimulating our local economy and enlivening Narrabeen's proud history as a major surfing destination and the home of professional surfing in Australia. The site had a capacity of 5,000 which was reached at numerous times throughout the tournament.

Aboriginal cultural connection

In addition to hosting the Aboriginal Heritage Office and Museum at Freshwater, Aboriginal culture and heritage was further recognised through establishment of the first Aboriginal community working group on the Northern Beaches. The initiative creates a new dialogue with local Aboriginal communities, engaging them to provide feedback and advice to Council on key projects. The Northern Beaches has more than 300 Aboriginal sites with the oldest dating back to 6,000 years ago.

Bethany Hamilton at Sydney Surf Pro, Manly



Building creative spaces

Two new creative spaces were opened, including Avalon Workshop and the Mona Vale Creative Pop Up, providing new studio, workshop and presentation spaces. The spaces provide a platform for local artists, a unique program of exhibitions, and support for the development of creative and cultural programming on the Northern Beaches. The local creative community was supported through two grant programs, Arts and Creativity Grants and Creative Community Support Grants, which provided \$140,000 in funding support to local creatives in 2020.

Council also conducted Creative Toolkit, a free annual professional development program that aims to build the capacity of local creatives and arts and cultural workers and practitioners across all art forms, while providing a valuable networking opportunity. The program presents a diverse series of workshops and presentations facilitated by leading arts professionals - sharing knowledge, skills and new ideas.

Belrose Children's Centre

Council's Belrose Children's Centre was awarded the Excellent rating by the Australian Children's Education and Care Quality Authority (ACECQA), the highest rating a service can achieve under the National Quality Framework. The Excellent rating recognises providers and educators that use innovative practices to achieve significant improvements in care and education. To receive the rating, a centre must be rated 'Exceeding National Quality Standard' in all seven quality areas. Belrose Children's Centre is one of only 17 centres in NSW to achieve the Excellent rating and the only centre on the Northern Beaches with this recognition.

Taste of the Beaches

With COVID restrictions still in place, Council worked with local businesses to create an alternative option to allow the community and visitors to celebrate all things food and drink across the Beaches. The result was the expansion of Taste of Manly to Taste of the Beaches, a month-long celebration which made the Northern Beaches the best place to eat, drink and play in May 2021. Features included a pop-up restaurant on Manly Beach, a Food Truck Party at Mona Vale and a Wine Garden at Palm Beach. Over 35 local establishments took part in our grants program to deliver a special and unique food experience throughout the month. The event delighted those who were able to indulge in a variety of foodie creations, while enjoying live performances from some of our local musicians.

Social sustainability

Social sustainability is essential for a community's wellbeing and longevity. Our Better Together: Social Sustainability Strategy 2040 was adopted by Council in August 2021. The strategy outlines a roadmap for change to ensure the Northern Beaches remains an inclusive and resilient community. It guides Council and the community to work in partnership to maximise the quality and effectiveness of community development services that respond to community needs. More than 1,000 people participated in community engagement activities to help develop the strategy, which aims to build on existing resources, skills and human services in our community.

Public art trail

Council has been developing the Northern Beaches Coastal Walk, which stretches 36km along the coastline from Manly to Palm Beach. The walk connects and celebrates some of Sydney's most iconic beaches and surf breaks, ocean rock pools, aquatic reserves, surf lifesaving clubs, headlands, lagoons, archaeological sites and places of significant local heritage. The walk will serve as a wonderful recreational opportunity for locals and visitors to the Northern Beaches and will feature installations by local artists along the walk to form a spectacular art trail.

Extensive engagement with the local community over the past four years has demonstrated that there is a strong interest in understanding more about Aboriginal history, heritage, places and stories as part of local life. We have developed a local Indigenous advisory group and worked closely with them to ensure we appropriately acknowledge and respect Indigenous people's interests as part of the project. Council has commenced 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.

Community centres

Our 41 community centres provide safe, accessible and affordable facilities for our community, fostering connection and providing diverse opportunities for a rich social and cultural life. A Community Centres Strategy and Community Centres Policy were adopted by Council in March 2021. They provide a framework to guide Council managed, multi-use community space over the next 20 years. A new community centre was created; Seaforth Village Community Centre which includes three versatile and comfortable spaces suited for community meetings and recreational classes. Additionally, many of our community centres were upgraded to improve their facilities and ensure they are fit for purpose, including Avalon, Tramshed (Narrabeen), Beacon Hill War Memorial Hall, Manly Youth and Community Centre (and adjoining pre-school), Bilarong Community Hall (Elanora Heights) and Manly Seniors Centre.

Meals on Wheels food delivery service



COVID Community Care Package

During the COVID lockdowns of 2020 and 2021, many community events and gatherings were cancelled and Council recognised the increased risk of people becoming disconnected. We led a series of programs to ensure our community remained connected and supported during this challenging time.

Adolescent and Family Counselling Service

Our Adolescent and Family Counselling Service shifted to phone and online sessions to ensure that support could continue to be provided. It was essential to maintain the service for vulnerable young people and families, with overall community stress due to COVID-19 adding to that vulnerability.

Meals on Wheels

Essential social services continued to ensure vulnerable members of our community received the support they required. Demand for our Meals on Wheels service increased as some of our vulnerable community members sought to self-isolate to protect their health. Our community lunches had to be cancelled in line with health advice, so Council implemented a social phone check-in service to ensure social connection continued.

Children's Services

Council continued to provide long day care, pre-school, family day care and vacation care to our community to support workforce participation, in line with NSW Health Orders. Children with additional needs and from vulnerable families also continue to be supported across Council's Children's Services.

Supporting vulnerable residents

We partnered with local charities and businesses to distribute 100 boxes of fresh fruit and vegetables every weekday to vulnerable residents.

Hello neighbour

We developed a 'check on your neighbour' campaign to stay connected. Residents were encouraged to reach out to their neighbours in a safe way and advise of any support they could provide such as picking up groceries or urgent supplies.

Library2U

While libraries were closed, the Home Library Service expanded and our Library2U delivery service was relaunched, with library items delivered safely to homes. Loan periods were also increased, and fees were reduced. The Library2U service proved to be incredibly popular during lockdown with 73,310 library items borrowed through 33,239 deliveries all across the Northern Beaches.

Working with community groups

Council connected with groups such as Community Northern Beaches and all Not for Profits and NGOs in the area to understand their needs, identify any gaps in the current service delivery and what we could do to help. We also enhanced our work with local women's shelters to understand how they can manage additional needs.

Warriewood Community Centre

A new multi-use community centre is set to be built in Warriewood on the existing site of the Nelson Heather Centre on the corner of Jacksons and Pittwater Roads. The centre will be an attractive, modern, and resilient building with the capacity to switch to an Emergency and Recovery Centre during a period of community crisis. The design incorporates best-practice sustainability principles to meet the growing community and will feature five multi-purpose halls suited to a wide range of recreational activities, two multi-purpose meeting rooms, a community lounge room, providing a safe and accessible space, modern and accessible amenities (including showers), kitchen facilities and a large covered outdoor space which overlooks landscaped gardens.

Implementation of key community strategies

In addition to Better Together and the Community Centre Strategy, Council also adopted an Events Strategy and Children's Services Strategy. Each strategy is designed to ensure we continue to meet the needs of the local community, now and in the years to come. We will be working hard in the next term of Council to implement the key actions outlined in each of these strategies and working to achieve the key measures of success identified for each goal, direction or focus area. Council will also be working on the development of a Library Strategy to ensure our libraries continue to be fit for purpose for our community.



642

youth and families utilising Council's counselling service per year



74,524

people attended community development events and programs



449,755

people attended arts and culture events or performances



77

children with additional needs supported through Council childcare services per year



12%

increase in library memberships



25%

increase in youth library memberships

Community and belonging - measures

Measure	Progress	Target	Result
Community safety - domestic and non-domestic assaults	A reduction in domestic and non-domestic assaults was noted from baseline results reported in 2017.	Decrease	✓
Arts and culture - no. of arts and culture facilities, both public and private	Two additional arts and culture spaces were opened by Council in 2021. Comprehensive cultural mapping saw an increase from 16 to 31 private facilities including art studios/spaces and performance/rehearsal venues.	Increase	✓

Community pride and connectedness

The results related to Community pride and connectedness are based on surveys conducted during the term

Measure	Progress	Target	Result
I feel I belong to the community I live in	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase*	✓
I have people I can call on if I need assistance	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase*	✓
Quality of life - living on the Northern Beaches	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase*	✓
People on the Northern Beaches are proud of their area	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase*	✓

Satisfaction with services provided by Council

The results related to satisfaction with Council services are based on community surveys conducted during the term.

Measure	Progress	Target	Result
Facilities and services for youth	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓
Facilities and services for older people	Comparison 2018-2019 Community Surveys. Satisfaction increased.	Maintain / Increase	✓
Facilities and services for people with disabilities	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓
Arts and cultural facilities	Comparison 2018-2019 Community Surveys. Satisfaction increased.	Maintain / Increase	✓
Community events and festivals	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓
Provision of childcare services	Comparison 2018-2019 Community Surveys. Satisfaction increased.	Maintain / Increase	✓
Provision of lifeguards on beaches	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓
Community centres	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓
Library services	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓

* The target for these measures was noted as 'Increase' in Shape 2028. The target has been corrected to 'Maintain / Increase' to align with all other Community Satisfaction measures in this report.

Library2U book delivery service



Award highlights

Winner



Communicator Awards for Excellence 2021
General Government - Community Arts Strategy



Local Government Excellence Awards 2021
Customer Experience - Library2U project



Local Government Excellence Awards 2021
Community Development - Northern Beaches Housing and Homelessness Project



Local Government NSW 2019
RH Dougherty Awards - Innovation in Special Events - Taste of Manly 2019

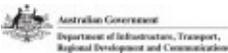


Australian Street Art Awards 2019
Best Utility Art - Sunset Dreaming mural in Manly Corso



Australian Childcare Alliance NSW 2019
Excellence in Early Childhood Education Awards - Educational Program Excellence
- Narrabeen Children's Centre - winner

Highly commended



National Awards for Local Government 2020
Australian Government - Progressive Community Leadership
- Northern Beaches Suicide Response



Early Childhood Educator Awards 2020
NSW Department of Education - Excellence rating for outstanding commitment to inclusion within the community, achieving a rating of Exceeding National Quality Standard in all seven quality areas - Belrose Children's Centre



NSW Department of Communities and Justice 2019
Youth Week Award - Northern Beaches Youth Programs

Vibrant Local Economy

'We aspire to create a thriving and vibrant local economy where traditional and new industries are supported and local career, training and education opportunities are expanded - especially for young people.'

The Northern Beaches lifestyle is a strong drawcard for retaining commerce. Our local workforce is well educated and highly skilled while acknowledging we face complex and interrelated challenges including a lack of key local workers. Our aspirations in 2018 were to attract new businesses and accommodate our diverse local enterprises to create a thriving local economy. We also aspired to brand the Northern Beaches as a 'clean and green' place to do business and provide local education and vocational training opportunities.

To achieve these outcomes over the next ten years, our community goals were identified in the Community Strategic Plan as:

- Our businesses are well-connected and thrive in an environment that supports innovation and economic growth
- Our economy provides opportunities that match the skills and needs of the population
- Our centres attract a diverse range of businesses, providing opportunities for work, education, leisure and social life.

Making progress 2017 - 2021

Destination Northern Beaches

Destination Northern Beaches: Creating a Sustainable Visitor Economy, is a five year strategic plan, aligning to the NSW Visitor Economy Strategy 2030 including an action plan to provide a quick response to help local tourism operators rebound, recover and drive new business in the wake of the impact of the global pandemic. The Plan represents a new era of collaboration between our community, local industry and all levels of government. The aim is to balance the economic potential of tourism for the region with protection of the environment and the value of our lifestyle. The Plan recognises the role of visitor spending in supporting the vitality of many of our towns and villages and the value of the visitor economy in creating local jobs and revenue, to strengthen our Northern Beaches economy.

Trainee program

Traineeships are an important avenue to help people, especially younger demographics, get a foothold in the workforce. Our Traineeship Program spans across business areas, including Childcare, Property, Finance, Youth and Community Development, Bushcare and Biodiversity, Traffic and Transport, Information Technology and Library Services. The program enables participants to gain experience, training and a qualification. Many of our trainees secure full-time employment after they have completed their study and placement within the team their traineeship was based. The program is a great testament to the opportunities that completing a traineeship with Council provides - not only for employment in our local area but for retention of skilled staff for our organisation.

Placemaking and place activation

Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Our four public place officers work alongside the five place coordinators, across the five Wards, to provide a new level of responsiveness to safety, cleanliness and vibrancy in our town centres and villages. During this term a new role was created, Manly Mainstreet Coordinator, adding an additional focus to The Corso and surrounds, uplifting service and support to promote the economic health of our busiest town centre.

The team used research into trends impacting the region's economy, including the visitor economy and tourism trends, to develop strategies to create vibrant local economies. This included Place Activation Plans for our key centres across the Northern Beaches. Activating spaces with vibrant and attractive streetscaping helps to nurture our small businesses and local employment. Examples of activations included sand sculpture events, Market Lane Live in Manly, the Forestville Winter Festival and a pop up plaza event in Avalon. Our local areas were dressed for events such as Christmas and Mardi Gras right across the Northern Beaches to draw attention to our amazing local places.

Manly Corso



Brookvale carpark upgrade



Commercial centre upgrade program

Our commercial centres provide opportunities for local business and employment and helps to support and drive our local economy. Council worked to improve commercial centres across the Northern Beaches to make them safer and more attractive spaces to do business.

Redman Road Plaza was created in Dee Why, providing a fresh community space that activates the western side of Pittwater Road. The upgrade included paving, seating and a water feature, along with hanging gardens and public art. The area links nearby shops and carpark with elevated lighting to provide a safe, attractive space, with paving extended to Sturdee Parade. Works to beautify Dee Why continued with the completion of streetscapes on Howard and Oaks Avenues. Streetscape improvements were also made on Pittwater Road and the plaza at Dee Why Grand.

Work continued 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. An upgrade to Killarney Heights shopping village was completed with landscaping works, new pedestrian lighting and a new playground, transforming the area into a welcoming and vibrant location. The upgrade of the Balgowlah town centre continued with the revitalisation works of the eastern half of the busy shopping hub now complete. The Balgowlah Plaza was revitalised with new pavers, garden beds, lighting, landscaping and a fountain providing a safe, friendly public space within the shopping precinct.

This benefits the local community, business and the economic resilience of the centre. In Narrabeen, work to upgrade the western side of Pittwater Road was completed, complementing the rejuvenated car park, community centre and playground. The pavement in front of the shops on Powder Works Road, North Narrabeen was also improved.

Car park improvements

Improvements were made to car parks making it easier for visitors to enjoy our local centres and support small businesses. Upgrades were completed at Council's four car parks in Manly, improving parking access, amenity and safety. An additional 60-space car park was designed and constructed as part of the redevelopment of the Frenchs Forest Showground precinct. Twenty seven click and collect parking sites were also installed in our commercial centres to assist with local parking challenges during the COVID-19 lockdowns.

Smarter parking solutions

Paying for parking on the Northern Beaches was made easier with Council supporting the rollout of the NSW Government's Park'nPay App. 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. Traditional methods of payment remain available for those who prefer it. The app keeps track of parking history and notifies drivers when their parking is about to expire, to help avoid overstays and subsequent fines. The system is ticketless, providing a faster and more environmentally friendly way to pay for parking. The app went live in October 2020 and has seen over 55,000 downloads and a 93 percent approval rating.

COVID-19 response business support

Our local businesses were impacted as a result of Government mandated lockdowns. Council worked in collaboration with the Chambers of Commerce, local business owners and the community to develop programs to support our local businesses during this challenging time.

Business Support Plan

A business support plan was developed in consultation with our five local Chambers of Commerce. The plan will see over \$3.5 million provided to businesses via the temporary waiving of fees during different times throughout the COVID-19 pandemic, including fees related to outdoor dining, footpath merchandising, annual fire safety and environmental health inspections.

In addition, up to \$3.8 million of support provided for Council tenants and sportsground and facilities licensees experiencing financial hardship as a result of lockdown. This targeted support included annual rentals or fees waived, discounted or deferred for up to six months and extension of leases/licenses by six months, where agreements were due to expire within 18 months.

Back to Business program

Council has reached out to local business owners and requested specific ideas to be submitted on how Council can support their recovery. We've already received over 100 ideas from local businesses on how we can support them, whether it's through increased outdoor dining, using their footpaths for merchandise or as client waiting areas, as well as other innovative ideas.

Many of these ideas have been approved and are already helping local businesses.

Business to Business (B2B) Support Hub

The COVID-19 pandemic required many local businesses to pivot and adapt from their traditional operations. In an effort to effectively support our business community during this challenging time, we created the Business to Business (B2B) Support Hub, which allows our community to tap into local knowledge to help businesses adapt to COVID-19 and join the road to recovery. The hub includes a listing of almost 100 qualified businesses in areas such as digital marketing, financial advice, mentoring and coaching, grant writing, legal and property advice and workplace consulting.

Business Community Unites campaign

Our Business Community Unites campaign was developed to showcase how local businesses shifted the way they work to reach new customers while facing the challenges of COVID-19. A series of short videos featured the business owner talking about how they have adapted. Goals of the campaign included highlighting innovative changes and positive stories to encourage other business owners to not fear transition and change through practical examples and readily accessible ways of pivoting a business model.

Hardship assistance

Council's Rates and Hardship Policy guided assistance for ratepayers experiencing genuine financial hardship. Council prepared a dedicated COVID-19 Form to make it easier to apply for rate relief during COVID-19.

Business Support Service

Council set up a dedicated one stop shop for local businesses. The service was set up to provide a single point of contact to give advice and support to local businesses for any question related to local businesses and the economy.

Digital marketing program

Our tailored Digital Marketing Program helped local businesses build digital marketing skills so that they can adapt to changing economic conditions and compete in the digital marketplace. Six modules were created covering a range of marketing principles, channels and tools, designed to help businesses stay connected to existing customers and find ways to reaching new ones. The recordings were uploaded to Council's website as a way of providing ongoing support to local business.

Visual merchandising workshop

Council engaged a Visual Merchandising expert to help a number of small businesses in Manly activate and transform their retail spaces to create an amazing customer experience. As part of the program, businesses learnt how to increase customer foot traffic and ultimately increase sales.

Support for tradies

In response to significant calls from local tradies following the announcement to pause construction activity, Council held a Support for Tradies Forum on 21 July. Attended by over 130 local tradies, this forum provided an opportunity to address concerns and questions from representatives of NSW Treasury and Service NSW. Member for Pittwater and Minister for Planning and Public Places, Rob Stokes also attended the forum and subsequently relayed the issues raised to the NSW Treasurer. The forum also included information about the grants and support available to tradies, clarification on restrictions and what might be the next steps to getting the construction sector to reopen.

Tourism mentoring program

Council partnered with a tourism marketing school to deliver an online training program for all tourism and hospitality businesses within the Northern Beaches Council region. The program was designed to educate, inspire and empower businesses to actively develop and market their business to drive demand. The skills learnt through this program assisted businesses to deal with the COVID-19 environment and provided benefits that will last well beyond the global pandemic. Mentoring through a closed Facebook group was also offered during the program, and for one month following the completion of the program.

Economic Development Plan

Council is working on developing an Economic Development Plan that will provide a framework and direction to guide, support and help promote sustainable economic development across the Northern Beaches. The plan will address the broad economic, social, cultural, political and environmental issues that impact the local economy and plan for the future of employment and business in our local area.



14,630

local businesses registered on Council's contact data base



\$3.5m

fees temporarily waived during COVID-19



60

trainees participated in Council's Trainee Program

Vibrant local economy - measures

Measure	Progress	Target	Result
Number of local businesses	The number of local businesses increased 12% from 2018 - 2021.	Maintain/Increase	✓
Gross Regional Product growth	Gross Regional Product growth increased \$1b from 2017-2020. Results for 2021 will be available in January 2022, which will account for the impacts of COVID-19.	Increase	✓
Unemployment rate	Unemployment increased significantly in the last two years, most likely due to the impact of COVID-19 on the economy. The region is faring better than Greater Sydney since September 2020, with the Northern Beaches unemployment rate dropping 0.4%, and Greater Sydney rising 1.0% to 6.6% in March.	Maintain/Decrease	✓
Employment containment	The number of jobs on the Northern Beaches has increased by 6,000 jobs from 2017-2020, which has likely also improved Employment Containment. Results for 2021 will be available in January 2022, which will account for the impacts of COVID-19.	Maintain/Increase	✓
Employment lands	No rezonings occurred in these areas. Employment Lands have been maintained.	Maintain	✓
Value of non-residential building approvals	Four year total for approvals, which support economic development, is \$734m. This also demonstrates business/ industry confidence in investing in the area. The figure excludes Shop Top Housing Development, residential subdivisions, and Complying Development Certificates.	Increase	✓

Satisfaction with services provided by Council

The results related to satisfaction with Council services are based on community surveys conducted during the term.

Measure	Progress	Target	Result
Encouraging local industry and business	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓
Keeping town centres and villages vibrant	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✓

Back to Business program



Award highlights

Winner



Communicator Awards for Excellence 2021
Crisis Communications - COVID-19 Local Response



Communicator Awards for Excellence 2021
Social video series - Business Unites campaign

Highly commended



Planning Institute of Australia 2020
Excellence Awards - From Plan to Place - Dee Why Town Centre Urban Renewal

Transport, Infrastructure and Connectivity

'We aspire to connect people locally, regionally and globally through seamless transport and innovative technologies.'

The Northern Beaches is home to some of the most congested roads in Australia, which impacts residents and visitors, particularly those dependent on car travel for their daily work commute. Transport, infrastructure and connectivity are key elements to realising our community vision, noting that Council cannot solve these challenges alone, requiring support from the NSW Government who maintains responsibility for most transport and infrastructure investment. Our aspirations in 2018 were to facilitate and promote road safety, active and sustainable travel, ensure ongoing maintenance and improvements of footpaths and other local infrastructure, and advocate for better long-term integrated transport and communication solutions.

To achieve these outcomes over the next ten years, our community goals are identified in the Community Strategic Plan as:

- our integrated transport networks meet the needs of our community
- our community can safely and efficiently travel within and beyond Northern Beaches
- our community can easily connect and communicate through reliable communication technologies.

Making progress 2017 - 2021

Move 2038

Recognising the critical infrastructure investment needed to make the Northern Beaches a safe, inclusive and connected community, Council developed Move 2038 - Northern Beaches Transport Strategy. It sets the priorities for our transport-related plans for the next 20 years with a vision to 'enable freedom of movement to, from and within the Northern Beaches using a safe, smart efficient, integrated and sustainable transport network'. The strategy aims to address the community's aspiration of less congestion, convenient, fast and reliable public transport options and the ability to walk and cycle safely in and around the area. The strategy helps us work in partnership with key state agencies, neighbouring councils, businesses and community groups to deliver these outcomes.

Creating a safer cycling environment

Forty percent of our community enjoy cycling, for either recreation or commuting, as part of our lifestyle on the Northern Beaches. The Northern Beaches Bike Plan outlines specific actions that help us achieve the community overarching cycling aspirations. The actions target the expansion, improvement and maintenance of the Safe Cycling Network, which is focused on shorter trips that are largely separated from motor vehicle traffic. The actions also address the need to improve and maintain the Road Cycling Network for commuting longer distances by bicycle, providing and maintaining end-of-trip facilities and promoting cycling as a suitable option for moving around our area.

Improving walking safety and access

In addition to improving traffic and transport infrastructure, Move 2038 aspires to double the amount of 'active travel' trips, like cycling, and reduce our car trips by 30 percent. Council endorsed the Northern Beaches Walking Plan, which specifies actions to become a more walkable and connected community. Our footpaths connect our community to everything from schools, workplaces, parks, beaches, sports fields as well as our family and friend's homes. They are key in improving accessibility and walking safety.

The Walking Plan sets key directions and supporting actions to connect and deliver the network, making walking safe, creating walking neighbourhoods, and promoting and encouraging walking as part of our daily travels. The plan sets out the desired characteristics of a 'world-class' pedestrian network across the Northern Beaches, creating walkable neighbourhoods and the opportunity for increased social inclusion.

Upgraded shared pathways Dee Why



B-Line buses

Council has been advocating for a new rapid bus service for the Northern Beaches, to influence the NSW Government and transport agencies. The B-line bus service commenced in November 2017 with a fleet of yellow double-deck buses that provide frequent and reliable services between Mona Vale and Wynyard. The service is supplemented by on-demand services connecting people to the B-Line stops.

The new services have increased patronage of public transport across the Northern Beaches. Highlights of the B-Line bus service include seven stops and six new commuter 'park n ride' parking with 900 spaces. Council's commuter car park at the PCYC, Dee Why has a dedicated lower parking level to support public transport usage. Council undertook cooperative construction work with various state agencies over road changes and building bus stops and footpath upgrades to connect the B-line stops.

East-West transport

Following the completion of the B-Line network, which improves the north-south transport corridor, Council worked hard to advocate for a similar bus network to serve the east-west transport corridor. In October 2020, the NSW Government announced the new 160X bus route connecting Dee Why to Chatswood via Frenchs Forest with limited stops.

The new route provides frequent services at least every 10 minutes across the day, providing a key service for members of our community who work across this corridor, reducing travel time and encouraging cars off our roads. Council is continuing to advocate for the expansion of the east-west transport network to see further travel improvements for our community.

B-Line bus stop Broovale



New carpark at Church Point

A new two-level 133 space car park opened in May 2018 supporting the parking needs of residents and visitors, especially for our offshore communities. These works also included a new section of road, boardwalk and commuter pontoon improvements. The top-level accommodates 68 spaces for residents in the Church Point Car Park Reserved Parking Space Scheme.

Improving town centre safety

Council introduced innovative traffic management solutions in Dee Why and Manly improving the safety of our road environment. This involved the creation of a precinct-wide 40km/h pedestrian area between the Dee Why Town Centre and Dee Why Beach. Council partnered with Roads and Maritime Services to trial 30km/h reduced speed zoning across the Manly CBD. The reduced speed limits protect pedestrians, cyclists and children in some of the highest trafficked areas of our community.

Shared Transport Policy

Council adopted the Shared Transport Policy in July 2019, committing Council to support and regulate shared transport modes. Shared transport includes bike sharing, car sharing, on-demand transport schemes and new shared transport innovation approved for public use. The policy ensures a fair and equitable market is established and supports the interests of our residents using shared transport. The policy also looks towards the future, committing Council to engage with other agencies to enable trials of new systems and technology as it becomes available to enable our community to move around the Northern Beaches using an integrated transport system.

Upgrades to Warringah Road

Warringah Road serves as one of three arterial roads connecting the Northern Beaches to the rest of Sydney. Council worked with the NSW Government to deliver a safer and less congested traffic solution on Warringah Road at Frenchs Forest, near the hospital precinct and the significant connecting routes provided by Forest Way and Wakehurst Parkway. The development of the Warringah Road underpass allows through traffic on Warringah Road to bypass three sets of lights, improving the travel experience for drivers.

The additional road upgrades around the Northern Beaches Hospital increase capacity on the road network and improve access around the area. Council completed upgrades on neighbouring Frenchs Forest Road and Naree Street. A pedestrian overpass and shared pathways were also completed to improve safety for walking and cycling.

New Library App

The launch of Council's Library App in October 2020 has helped our community to access our Library services safer and easier than ever. The Library App enables members to view loans and reservations and renew items, search our collection and place a reservation. The app includes innovative technology that enables users to scan the barcode of any book, like one they see in a bookstore, and see if they can borrow from us. Users can also discover 'What's on' at their closet branch anywhere and anytime. The app has proven incredibly popular with over 8,000 device downloads and over 1,700 associated loans.

Beaches Link Tunnel

The Beaches Link Tunnel will provide the Northern Beaches with a fourth road that connects our community to Sydney. The tunnel plays a vital role in creating an integrated transport network that improves accessibility, reduces commuting times and ensures we are well connected for generations to come. Council has been partnering closely with the NSW Government on the delivery of the project, specifically advocating for the inclusion of public transport and minimisation to the overall impact on our residents. The Beaches Link Tunnel is the NSW Government's largest infrastructure investment in the Northern Beaches Local Government Area. An Environmental Impact Statement was placed on public exhibition in December 2020. Council responded with a 50 page submission, advocating for several community concerns to be addressed, including reducing the impacts to bushland and biodiversity and reducing the impact to residents and the surrounding area during construction. We will continue to work with the NSW Government to obtain the best outcomes for our community.

Narrabeen Bridge by-pass

The Narrabeen Lagoon Trail is a popular recreation spot, providing a picturesque 8.4km walking and cycling loop for our community. The trail currently crosses the lagoon at Narrabeen Bridge along a relatively narrow path that requires cyclists to dismount to maintain safety.

Council is building a new 3-metre wide pedestrian and cycle bridge alongside the existing road bridge, giving a wider passage way to pass more safely and comfortably than the existing infrastructure allows. The bridge will be made from steel and composite linking the Narrabeen Lagoon Trail at its southern and northern approaches. It will benefit recreational users such as bike riders, pedestrians, commuters utilising the B-Line bus stop, and people wanting to access the restaurants and shops.

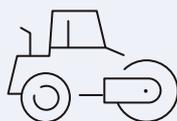
Reducing Wakehurst Parkway Flooding

Wakehurst Parkway is one of the main road connections on the Northern Beaches, yet it is prone to flooding in certain areas and has historically experienced road closures up to seven times per year on average. While an important thoroughfare for our community, the areas surrounding the Parkway have significant cultural heritage and environmental values associated with the adjoining bushland and riparian areas. Council has completed a draft feasibility study to explore options to help protect the road from flooding, including indicative costs and potential environmental considerations. Council is committed to exploring ways to ensure the local and unique ecological character of the Middle Creek catchment and the Parkway area is appropriately rehabilitated and maintained into the future. Responses received from the most recent community engagement were reviewed, with Council to decide the next steps based on the responses.



80+ km

new footpaths, cycleways and shared paths



70+ km

road resheeting



300+

new bike parking places

Transport, infrastructure and connectivity - measures

Measure	Progress	Target	Result
Household travel by car	The COVID-19 pandemic and resulting health orders has had a significant impact on peoples movements since 2020. For these reasons this measure is not reported on.	Decrease	N/A
Ferry and bus patronage	The COVID-19 pandemic and resulting health orders has had a significant impact on peoples movements since 2020. For these reasons this measure is not reported on.	Increase	N/A
Growth in active travel network: Footpaths, cycleways and multi-use paths	Network extended by over 80km, with additional grant and Council funding for footpaths, shared paths and cycleways.	Increase	✔
Road user crashes	While there was a small increase in crashes in 2019, there was an overall decrease in crashes since 2017. This is due to a combination of improved road safety awareness and improved road infrastructure, both which Council contributed to, and improved safety features in cars.	Decrease	✔
Road user casualties	There was an overall decrease in road user casualties since 2017. This is due to a combination of improved road safety awareness and improved road infrastructure, both which Council contributed to, and improved safety features in cars.	Decrease	✔
Council WiFi points in public locations	Council WiFi points increased due to the completion of a program to fund more public WiFi points across the Northern Beaches. The WiFi points are available across all wards near popular beaches, shopping centres, all libraries and key community centres. They have also been installed at Avalon Youth Hub, the Coastal Environment Centre in Narrabeen, PCYC in Dee Why and Manly Art Gallery & Museum.	Increase	✔
NBN coverage	The NBN has now been completed with 100% coverage available across the Northern Beaches.	Increase	✔

Satisfaction with services provided by Council

The results related to satisfaction with Council services are based on community surveys conducted during the term.

Measure	Progress	Target	Result
Condition of local roads	Comparison 2018-2019 Community Surveys. Satisfaction increased.	Maintain/Increase	✔
Footpaths	Comparison 2018-2019 Community Surveys. Satisfaction increased.	Maintain/Increase	✔
Bike paths	Comparison 2018-2019 Community Surveys. Satisfaction increased.	Maintain/Increase	✔
Traffic management	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✔
Community centres	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✔

New carpark at Church Point



Winner



Institute of Public Works Engineering Australasia

Local Government Excellence in Road Safety - Road Safety calendar



Institute of Public Works Engineering Australasia (NSW)

Special Transport Integration Hub Award - Church Point car park and seawall project

Good Governance

‘We aspire to create a new Council that is trusted and respected by the Northern Beaches community.’

As a new organisation, we strived to establish trust with the community and demonstrate good governance through a culture of transparency and accountability. Our aspirations in 2018 were to develop integrated systems and safeguards that are adaptable to our community’s evolving and diverse needs, while encouraging innovation and creativity. We desired to create an organisation guided by clear ethical principles and corporate reporting, without being burdened by red tape.

To achieve these outcomes over the next ten years, our community goals as identified in the Community Strategic Plan are:

- Our Council is transparent and trusted to make decisions that reflect the values of the community
- Our Council efficiently and effectively responds to, and delivers on, the evolving needs of the community.

Making progress 2017 - 2021

Merged Council performance

The Northern Beaches Council was established in May 2016 a part of a merger of Manly, Pittwater and Warringah Councils. Council prepared a report in June 2020 to highlight the results of the amalgamation, demonstrating its success as a leader for the community and the Local Government sector. Council generally adopted the highest level of service of the three former Council's across the LGA to ensure there was no reduction in services or service level for the community.

Council achieved more than double the State Government's \$76.3 million estimated savings over 10 years from amalgamation, which have been reinvested into the community through councils operational and capital projects. Council inherited \$90 million in outstanding loans and subsequently undertook a path of debt reduction which has seen more than \$60 million paid off. The merger has established a strong financial base which has enabled Council to absorb a costly global pandemic, while still delivering over \$400 million in capital works projects over the last four years.

Strengthening our integrity

The Office of Integrity and Complaints Resolution (OICR) was established to equip Council with a strong focus on the public interest, accountability and responsiveness. A Code of Conduct and associated training was developed and rolled out to staff along with the Public Interest Disclosure Policy to prevent and detect possible corruption or misconduct. In addition to dealing with complaints directly from the community, the OICR also assists staff to resolve complaints and identify any service improvements needed.

The Audit, Risk and Improvement Committee was established to promote good corporate governance at Northern Beaches Council.

The committee was developed to provide Council with independent oversight, objective assurance and monitoring of Council's audit processes, internal controls including fraud and corruption control, external reporting, risk management activities, compliance of and with Council's policies and procedures, governance processes and continuous improvement activities.

New brand

Following on from amalgamation, Council sought to create a brand that represented the whole of the Northern Beaches area, creating a stronger sense of belonging and connection for the community.

Extensive community engagement ensured we developed a brand that resonated. Our new identity was developed by the community for the community, echoing the charm and extraordinary nature of the Northern Beaches. Love for the natural environment, vibrant and thriving villages and collaborative community were common themes that shined through each step of the process.

The new brand has helped to market the local area and Council and played a role in shaping the culture of our organisation, creating a sense of belonging for employees and subsequently improving productivity.

Council's new brand



Asset management

Northern Beaches Council is the custodian of \$2.98 billion of infrastructure assets, including roads, footpaths, stormwater drainage, swimming pools, bridges, wharves, playgrounds, sports fields, seawalls and other built infrastructure that support our community lifestyle. An Asset Management Strategy was developed to guide the planning, purchase, construction, operation, maintenance and renewal/ disposal of assets to ensure our assets continue to provide the appropriate level of service to meet the community's needs and expectations in a sustainable manner.

Customer Service Centre improvements

Customer service is at the heart of Council's operations. Council focuses on continuously improving the customer experience and has implemented many initiatives to assist our community's dealings with Council. These include implementing online customer portals, so customers can easily track and lodge their requests at any time that suits them. Online requests have been growing, increasing from 7 to 25 percent. A series of additional online services were also implemented, including online parking permit applications, online waste calculator, giving customer control and access to waste service costs and online appointment bookings for customer service.

A single Customer Service number was implemented, with a new phone system, dramatically improving staff productivity and service levels. This saw a decrease in average handling time by 15 percent and a reduction in call waiting times during afterhours crisis events from an average of 20 minutes for our after-hours call centre, down to an average 27 seconds as the new system enabled staff to log-on from home.

More equitable approach to rates

Council successfully harmonised rating structures across the Northern Beaches from July 2021. Harmonisation provides a consistent, fair and equitable approach to rates collection, ensuring those with the same land value within each category or sub-category pay the same for the same level of Council service. Council did not collect any more revenue through this process, rather focusing on ensuring rates are collected more equitably across the Council area.

Maintain services during pandemic

Council was dynamic and adaptable during the COVID-19 pandemic to ensure compliance with State Government regulations while maintaining services for our community. Council implemented measures to support customers and deliver a good experience.

This included introducing online appointment bookings to speak to Customer Service staff and equipped staff to work remotely, ensuring our community continued to access services, while maintaining employee and customer safety. Enabling staff to work remotely also means we can support the community after hours, providing an ability for the community to engage with council directly during critical incidents.

A concierge was introduced at each branch to greet customers, triage issues, and comply with Health Orders. We received feedback that 96% of customers prefer this concierge service.

Volunteers at Mona Vale cemetery



New Council

A new Council will be elected on 4 December 2021. The new Councillors will be onboarded as soon as practical, through a series of briefings on Council management, processes and policies and providing background on key projects for informed decision making. The Community Strategic Plan will be updated with an outlook on the community's vision and key priorities over at least the next ten years, considering any changes in community sentiment since Shape 2028 was adopted.

A new four-year Delivery Program, Operational Plan, Resourcing Strategy and Community Engagement Strategy will be developed and adopted by Council by 30 June 2022, in accordance with NSW Legislation.



6

Strategic Reference Groups (SRGs)



80

members of SRGs



56

Council Meetings



15

Local Councillors



4

State Members



2

Federal Representatives

Financial sustainability of Council

Measure	Progress	Target	Result
Operating performance >0	Operating performance reduced from 7.97 to -7.32 during the period. Operating performance was impacted by the COVID-19 pandemic, which reduced Council income and increased some costs, and additional costs for settlement of legal proceedings.	Maintain	✘
Unrestricted current ratio >1.5	Unrestricted current ratio maintained above 1.5.	Maintain	✔
Own source operating revenue >60%	Own source operating revenue maintained above 60%.	Maintain	✔
Debt service cover ratio >2x	Debt service cover ratio maintained over 2x.	Maintain	✔
Rates and annual charges outstanding <5%	Rates and annual charges outstanding maintained below 5%.	Maintain	✔
Cash expenses cover ratio >3 months	Cash expenses cover ration maintained over 3 months.	Maintain	✔
Infrastructure renewal ratio >100%	Infrastructure renewal ratio was 100% in 2018 and above 100% for the rest of the term.	Maintain	✔

Satisfaction with services provided by Council

The results related to satisfaction with Council services are based on community surveys conducted during the term.

Measure	Progress	Target	Result
Overall performance of Council as an organisation	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✔
Performance of staff in dealing with enquiries	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✔
Information on Council services	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain / Increase	✔

Dee Why customer service



Award highlights

Winner



National Local Government Customer Service Network Awards 2017

Customer Service Strategy Award



Local Government Management Challenge 2019

LG Professionals - NSW Division



National Local Government Customer Service Network Awards 2019

Innovation in Customer Service Award - Online Customer Relationship Management (CRM) customer portal for customer enquiries and requests



Hunter Valley Trading Company (HVTC) Excellence Awards 2020

Large Host Employer of the Year



Risk Management Excellence Awards 2020 - Statewide Mutual

Metropolitan Regional Category - Council's Disclosure Management System



Local Government Management Challenge 2020

LG Professionals - NSW Division

Highly commended



National Local Government Customer Service Network 2019

Innovation in Customer Experience in Service Delivery



Australasian Management Challenge 2020

LG Professionals - Runners Up



Local Government Management Challenge 2021

LG Professionals - NSW Division

Partnership and Participation

‘We aspire to achieve better outcomes for the community through genuine engagement and collaboration.’

Northern Beaches Council strives to effectively engage with the local community for representative local decision-making. Understanding the needs and aspirations of our community enables us to better advocate on behalf of the community on complex issues beyond the direct control of Council which affect our lifestyle including transport, housing and planning. Our aspirations in 2018 were to ensure representation and participation across all demographics, bringing together diverse community groups to make the community’s vision a reality.

To achieve these outcomes over the next ten years, our community goals as identified in the Community Strategic Plan are:

- Our community is actively engaged in decision making processes
- Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community.

Making progress 2017 - 2021

Joint Emergency Management

Council's increased size and scale has enabled the development of stronger partnerships with key emergency services including NSW Police, NSW Rural Fire Service, Fire and Rescue NSW, NSW State Emergency Service, NSW Health and NSW Local Land Services, as well as the more formal Local Emergency Management Committee (LEMC). The new approaches have allowed us to prepare and respond to significant crisis and emergency events and build a more resilient community across our entire area.

Setting up the SRGs

Interim Strategic Reference Groups (SRGs) served to help Council finalise strategic papers addressing the key issues of affordable housing, waste, the natural environment, transport, community, recreation, economic development and place-making. New SRGs were set up in 2018, aligned with the new Community Strategic Plan. Comprised of residents and Councillors, there are 80 members across the six SRGs advising Council on Environment, Places for People, Community and Belonging, Economic and Smart Communities, Transport and Travel, Participation and Partnerships. The SRGs first met in March 2018 as part of their four year term.

Community Committees

As part of Council's community engagement framework, Council engages with a range of committees, advisory groups and panels that provide opportunities for the community to participate in strategic priority areas. Examples of these committees include the Northern Beaches Local Emergency Management Committee (LEMC) which provides planning, preparing, responding to and recovering from emergencies.

Community Liaison Team

Our Community Liaison Team engage directly with residents' associations, chambers of commerce and community groups to understand key issues and aspirations. Council projects and initiatives of interest are shared with relevant key stakeholders so Council can obtain direct feedback from affected communities. This approach has enabled these groups to have a single point of contact and strengthened the partnership between Council and the local community, to build trust and is a tangible example of Council's desire to work in collaboration with the community to protect, improve and create our future.

Community liaison



Youth Advisory Group meeting



Youth Advisory Group

The first Youth Advisory Group for the Northern Beaches was established and provided invaluable advice to Council. The 25 members, aged between 12 and 21, took an active role in identifying the needs and wants of young people in the community. The group had representatives from across the Northern Beaches and focused on addressing mental health for youth and driving performing arts for young people in the area. They participated in more than 30 events and activities. The second Youth Advisory Group involved in over 35 events, programs and activities and contributed hundreds of hours of volunteering time. The group were also heavily involved in all aspects of Youth Week. One of the highlights was a youth led Millennial Market at the Curl Curl Creative Space as part of the Youth Week celebrations held in April 2021.

National Infrastructure Guidelines

A research collaboration between local government authorities, an engineering peak body, engineering consultants and university researchers created a guideline to help infrastructure managers and developers choose suitable climate-resilient building materials. The Climate Resilience Design Guide was developed for the Institute of Public Works Engineering Australasia (IPWEA), to address the effect of climate change on infrastructure, including usage, and physical and chemical condition. The guidelines will assist asset managers for years to come by providing expert advice on how best to combat such environmental effects, both fiscally, and from a construction materials perspective, in the fight against climate change.

Securing Grant Funding

Council successfully secured \$127 million in grants from the NSW and federal government. Key achievements included funding secured as part of the Stronger Communities program as a merged Council, which has been able to fund various high priority projects including the replacing Mona Vale and Long Reef Surf Clubs, new sports and recreational facilities. Another highlight included \$1 million obtained from the Boating Now Program from Transport for NSW, to improve boating infrastructure at Bells Wharf and Carols Wharf (Scotland Island) and watercraft storage at Narrabeen Lagoon. Additional achievements included \$330,000 provided by the Australian Sports Commission for lighting upgrades at St Matthews Farm and Newport Oval, while the NSW Environmental Trust provided \$320,000 for freshwater wetland rehabilitation.

Grants awarded to our community

Council awarded almost \$4 million in grants for a range of community projects. The grants provide support for local organisations and community groups, and help property owners conserve our heritage. The programs include grants for arts and creativity, environmental projects, local events, sports, eco-schools and community development. It exemplified Council building capacity within the community and supporting community-driven initiatives aligned with community aspirations. Grant applicants were able to strengthen skills through Council-run presentations and webinars, improving the community's understanding of grants and increasing their chances of success. Presentations explored grant writing, budget preparation and understanding outcomes and outputs.

Community volunteers

Volunteers play an invaluable role in building community connections and meeting local needs, beyond what Council can provide. Over 1,000 volunteers contributed to a range of Council programs, including over 470 people committed to the Bushcare program. Meals on Wheels attracted over 90 dedicated volunteers. Our Library Service has over 120 volunteers, supporting programs such as the Home Library, stock management and Justice of the Peace service. With each library venue being accessible, there are also currently three regular volunteers with disabilities, which we aim to grow through our relationship with Northside Enterprises Inc. Over 100 people also volunteer their time on Council's Committees and Reference Groups. Council's events, such as the Sun Run, are also supported by volunteers who generously donate their time.

New Volunteer Management Framework

Our new Integrated Volunteer Management Framework ensures that each volunteer role has clearly defined duties, assisted by the Volunteer Coordinator to determine roles that are tuned to their capabilities. A wide range of flexible opportunities and meaningful roles are on offer, including ongoing training and support, for all people including those living with disability. The environmental volunteer program for bush regeneration works very closely with Bushlink, a non-government organisation employing young people with intellectual disabilities. Through Bushcare, community nurseries and the Coastal Environment Centre the volunteer programs are all inclusive, providing sustainable and social outcomes to all participants.

Community Engagement Strategy

Effective and meaningful engagement is at the heart of local government. It helps communities shape their own futures and informs the vision and direction of council. Council is developing a new Community Engagement Strategy to support the development of all plans, policies, programs and key activities.

Effective community engagement enhances the capacity of Councils to make well-informed, sustainable decisions demonstrating community buy-in and support.



\$127m

grant funding secured



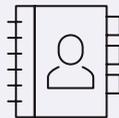
\$4m

awarded in grant funding to the community



1,000+

volunteers who participate in ongoing Council programs



21,000+

people on Council's community engagement register

Delivery of key community projects with relevant government agencies

Measure	Progress	Target	Result
Frenchs Forest Hospital precinct and roads upgrade	The Precinct Plan was on public exhibition from 23 July to 3 September 2021. This process is being managed by the DPIE, who are currently reviewing feedback. Council is awaiting the Department of Planning's finalisation of the draft Precinct Plan	Progress towards delivery	✓
Ingleside land release	DPIE placed Draft Ingleside Place Strategy on public exhibition until 6 July 2021, for an additional 980 dwellings due to bushfire hazard and ability to evacuate safely. Updated biodiversity and bushfire (APZ) maps; infrastructure requirements for Contribution Plan preparation.	Progress towards delivery	✓
Beaches Link Tunnel	Government's EIS has been on public exhibition, as has been Council's submission. Council invited further community feedback in March/April 2021 - this will be collated and fed into the detailed design stage, should the project progress to the next phase of development.	Progress towards delivery	✓
Projects funded from Stronger Communities Fund	Council has spent \$29.53 million from the Stronger Communities Fund on local projects as at 30 September 2021. Eight out of 15 projects/programs have been acquitted.	Progress towards delivery	✓
Volunteering - I make a contribution to the community I live in	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✓

Satisfaction with services provided by Council

The results related to satisfaction with Council services are based on community surveys conducted during the term.

Measure	Progress	Target	Result
Council lobbying on behalf of the community	Comparison 2018-2019 Community Surveys. Satisfaction decreased.	Maintain/Increase	✗
Consultation with the community by Council	Comparison 2018-2019 Community Surveys. Satisfaction maintained.	Maintain/Increase	✓

COVID-19 signage at Queenscliff Beach



Award highlights

Winner



Local Government Excellence Awards 2018

Community Partnerships and Collaboration - PCYC Project, Dee Why



Greater Sydney Commission Planning Awards 2020

Community Collaboration Award - Local Strategic Planning Statement (Towards 2040) and Arts and Creativity Strategy (Connected through Creativity 2029)



Local Government Excellence Awards 2020

Community Partnerships and Collaboration: population over 200,000
- Northern Beaches Suicide Response

Highly commended



Greater Sydney Commission - Planning Awards 2019

Community Collaboration Award - Northern Beaches Hospital Precinct Structure Plan (special commendation)



Local Government National Federation Awards 2020

Partnerships and Collaboration - Northern Beaches Suicide Response



Core Values Awards 2020

International Association for Public Participation Australasia - Environment category
- Environment and Climate Change Strategy 2040



Next Steps

This End of Term Report will inform the review and development of the next suite of documents required under the IP&R framework, including the revised CSP, Workforce Management Plan, four year Delivery Program and one year Operational Plan. This report will also be incorporated into Council's 2020/2021 Annual Report.



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