

# ATTACHMENT BOOKLET 2

**7.2 DRAFT DELIVERY PROGRAM 2018 - 2021, OPERATIONAL PLAN AND  
BUDGET 2018/19 AND RESOURCING STRATEGY**

**ORDINARY COUNCIL MEETING**

**TUESDAY 17 APRIL 2018**

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## Draft Delivery Program 2018-2021 Operational Plan and Budget 2018/19

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## Message from the Mayor

*I am delighted to present our draft Delivery Program 2018-2021 - the first under our new Community Strategic Plan Shape 2028. This document outlines the role of Council in delivering the community outcomes and strategies from Shape 2028 and details the actions we will take over the next three years.*



Supporting this draft Delivery Program is the annual 2018/19 Operational Plan which details individual projects and activities to be undertaken over the next 12 months. The plan shows how Council is working to achieve the community's vision:

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

The Northern Beaches is a highly desirable place in which to live, work and play with:

- our extraordinary bushland, coast and waterways
- our pleasant neighbourhoods, parks, playgrounds and sportsgrounds
- our busy town centres providing retail, dining and business opportunities
- our many employment hubs such as Manly, Brookvale, Dee Why, Frenchs Forest and Mona Vale foster local business and employment

Our job is to look at the big picture, to consider the views of the whole community and to make well informed, fair decisions. Now, more than ever, councils are expected to provide strong leadership.

In this draft Delivery Program and Operational Plan we have focused on supporting the things that make the Northern Beaches an extraordinary place to

live. We will continue to improve services and facilities to the community and support our vibrant town and village centres and local economies. We will build on our programs to work towards a sustainable environment, promoting healthy living, cultural, recreation and open space services and facilities.

There are significant challenges ahead for the Northern Beaches as it feels the pressure of development and the impacts of its own population.

But great opportunities also present themselves and the decisions made during the term of this Council reflect our determination to protect and enhance the amenity of the Northern Beaches for future generations.

This is your community and we want to hear from you, so let us know what you think of the draft Delivery Program and have your say.

All documents are available on Council's website [www.northernbeaches.nsw.gov.au](http://www.northernbeaches.nsw.gov.au)



**Michael Regan, Mayor**



## Message from the Chief Executive Team

*Welcome to the Northern Beaches Council's draft Delivery Program 2018-2021 and Operational Plan 2018/19. This is our response to the Community Strategic Plan (CSP) and outlines the work Council plans to undertake over the next three years, our key projects and services and how these will be funded.*

The CSP 'Shape 2028' is our roadmap to the community's vision and priorities for the future of the Northern Beaches. To respond to the CSP we have prepared a Delivery Program which shows how the key projects and services will be delivered over the next three years.

The Delivery Program is Council's response to the community's priorities and aspirations as stated in the CSP.

The draft Delivery Program has been informed by engagement undertaken in October/November 2017. We heard which services the community wants Council to focus more effort on over the next three years.

In response, we have identified key priorities to transform the Northern Beaches. They are:

- Sustainable Precincts
- Supporting Business and Creating Vibrant Centres
- Recreational Improvements
- Connected Transport
- Arts and Cultural improvements
- Sustainable Environment

Council will work alongside our community and key stakeholders to achieve these transformational projects, building on and leveraging existing government activities and plans and delivering practical initiatives to drive improvements for the Northern Beaches community.

We are committed to delivering quality services and timely programs in a cost effective manner while working within our financial means to maintain assets and infrastructure. Ensuring an environment and culture where risks are identified and appropriately managed, and where the safety and well-being of our community and the public is paramount.

This draft Delivery Program also shows our commitment to improving community infrastructure. In 2018/19 we have budgeted \$109.7m in works designed to build and renew local roads, footpaths, cycleways, parks and playgrounds, pools, sportsgrounds, stormwater system, libraries, children's centres and community buildings.

DK



**David Kerr**  
General Manager  
Planning, Place and  
Community



**Helen Lever**  
General Manager  
Customer and  
Corporate

**Ben Taylor**  
General Manager  
Environment and  
Infrastructure

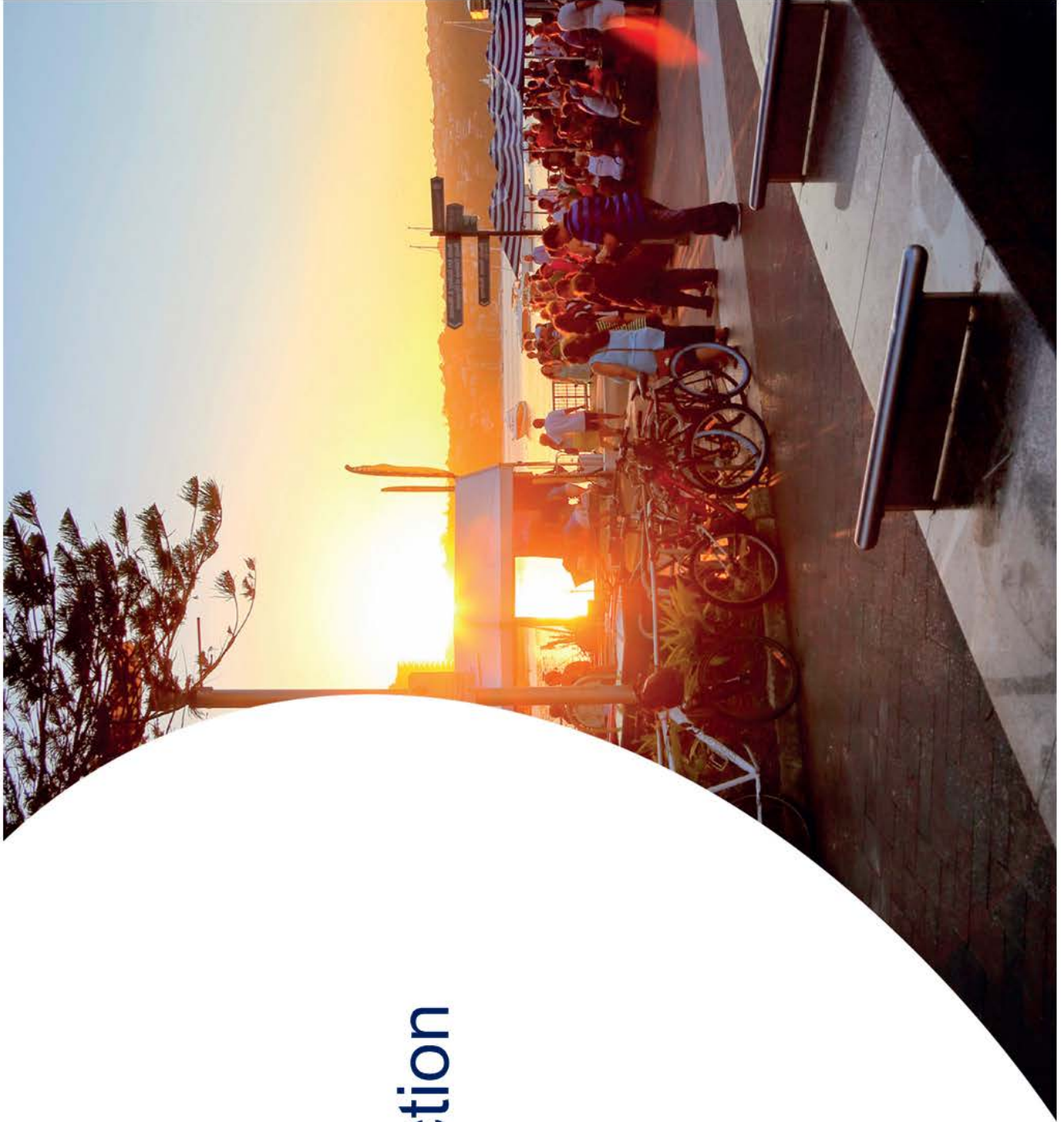
### Have Your Say on the Delivery Program:

#### To find out more:

Come along to one of five roadshows across the Northern Beaches ([yoursay.northernbeaches.nsw.gov.au](http://yoursay.northernbeaches.nsw.gov.au))

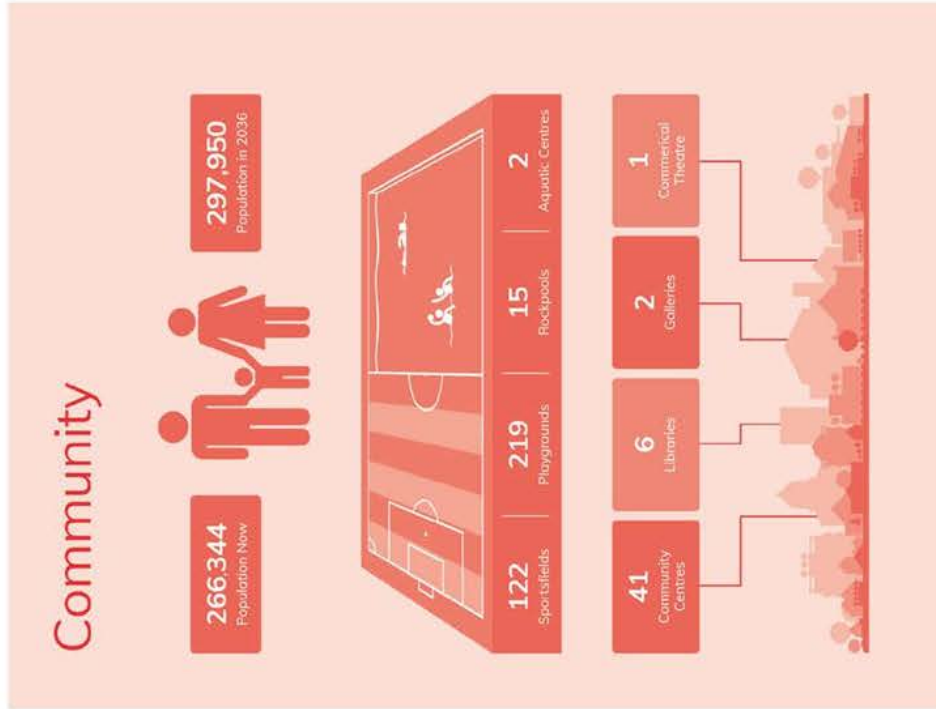
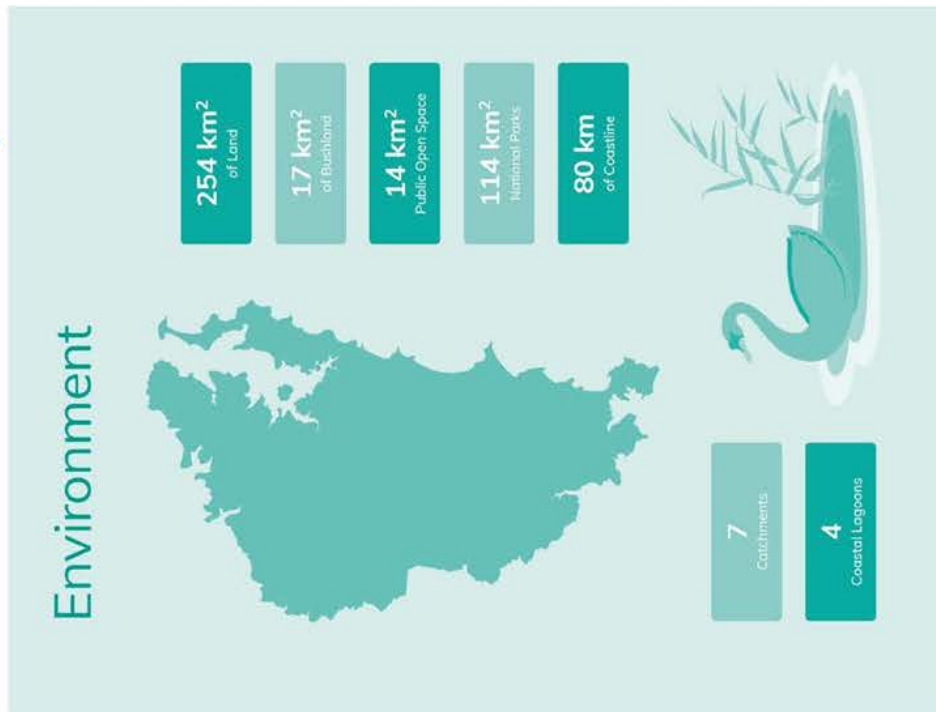
#### Make a Submission:

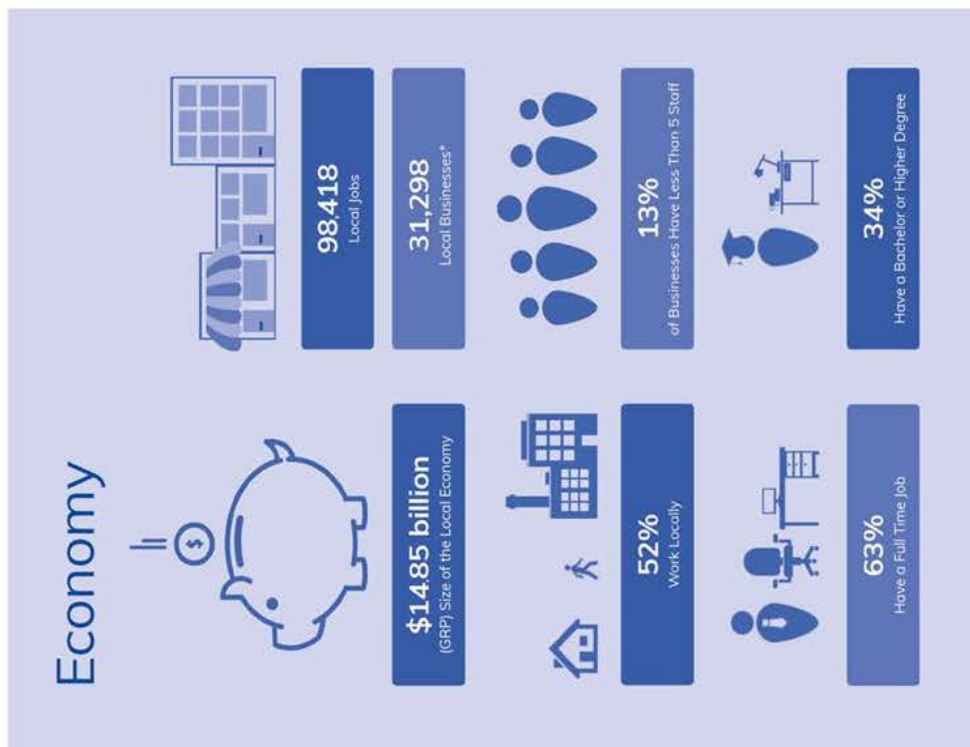
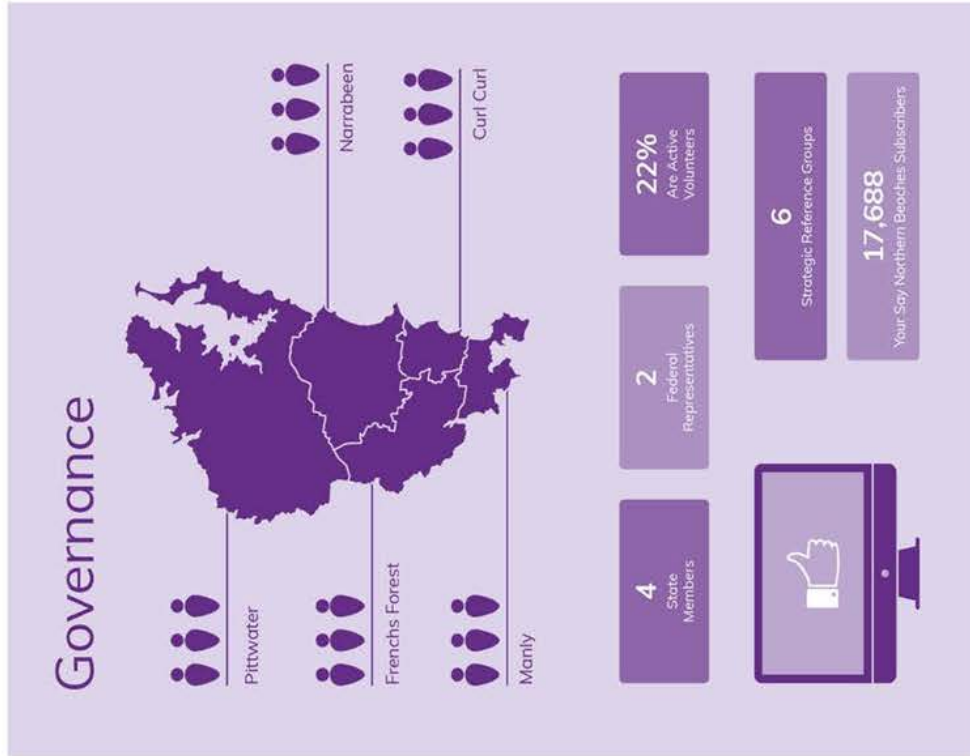
Submissions on the draft Delivery Program can be made using our online form or by writing marked "Delivery Program" Northern Beaches Council, 725 Pittwater Road, Dee Why, NSW 2099



# Introduction

## The Northern Beaches Community







## Our Elected Council

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

term 2017 - 2020. The Mayor and Deputy Mayor are elected by Councillors. The Mayor, Michael Regan and Deputy Mayor, Candy Bingham were elected on 26 September 2017 for a two year term

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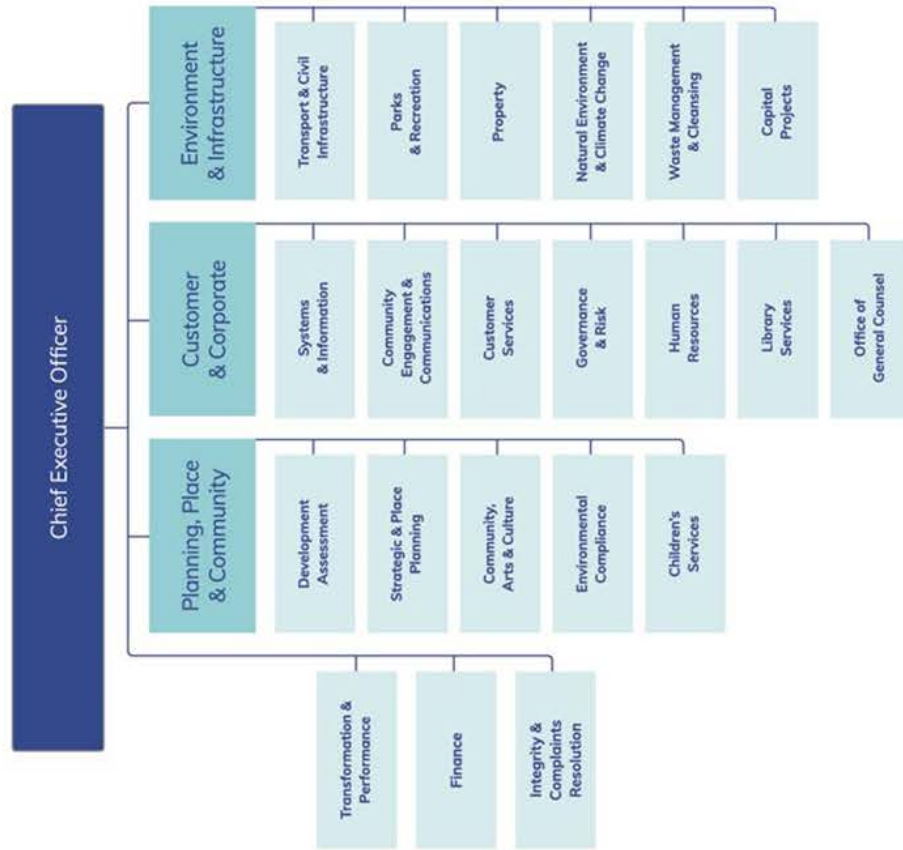


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northern  
beaches  
council

## Our Organisation



## Our Community Vision

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

## Our values



# Our Finances

## Key Highlights and Budget Overview

The draft 2018/19 budget projects a strong financial position with:

- Total expenditure of \$436.5 million, including a capital works program of \$109.7 million that will deliver significant benefits to the Northern Beaches
- A surplus from continuing operations before capital grants and contributions of \$8.9 million
- Cash and investments of \$140.1 million
- Net assets of \$4.8 billion

The budget is focused on maintaining 'business as usual' - delivering on key capital projects and maintaining existing service levels to the community while we continue implementing and integrating systems, processes and people into the new Council.

The scale and capacity of the Council allows us to deliver greater benefits to the community, namely through better regional strategic and environmental planning and a stronger advocacy position on the issues that matter to the community, but are beyond the direct influence of Council (such as transport, health, housing, and employment).

## Integrated Planning and Reporting (IP&R)

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

This provides a systemised and rigorous approach for the Council to move forward, aligned with local priorities from our community as well as regional priorities from government plans.

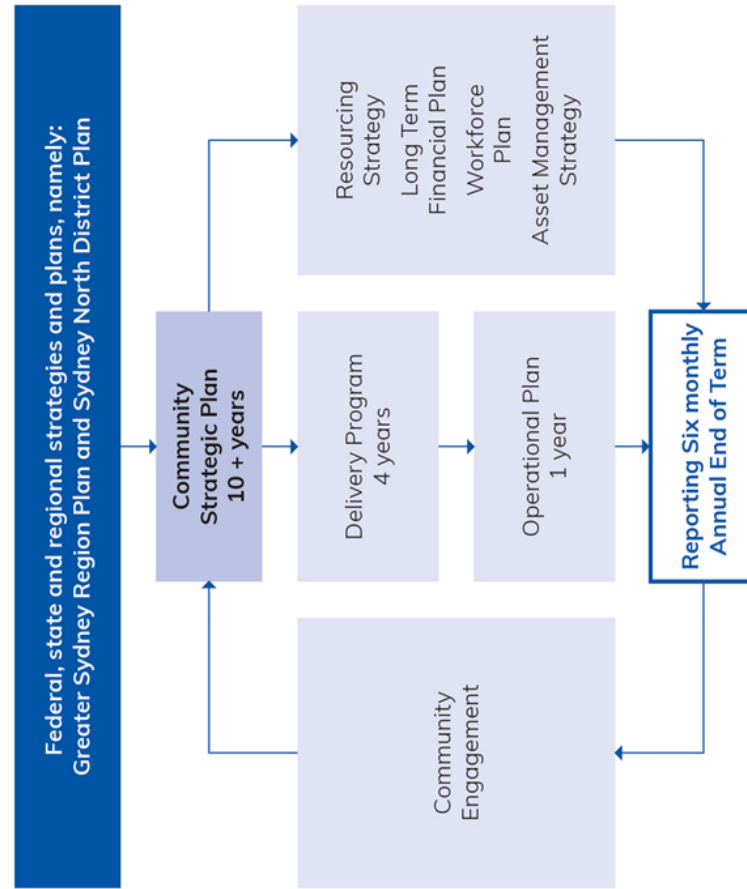
The framework is a blueprint for where we would like to go in the next ten year period, while building a new organisation, and culture of transparency and accountability.

The Integrated Planning and Reporting framework is designed so that the community and Council both have a clear picture of:

- where we want to go (Community Strategic Plan)
- how we plan to get there (Delivery Program, Operational Plan, Resourcing Strategy)
- how we will measure our progress (quarterly, annual and end-of-term reports).

This ensures our planning is aligned with the community's vision for the Northern Beaches, and that the planning and implementation of the draft Delivery Program are transparent and those who are in charge of its delivery are held accountable.

Figure 1 sets out our Integrated Planning and Reporting framework:



<sup>1</sup> NSW Local Government Act 1993 Sections 402-407.

<p>The Resourcing Strategy identifies the money, assets and people required to deliver on our commitments over the next 10 years. This strategy is described in a separate booklet.</p>	<p>The Resourcing Strategy consists of three key documents:</p> <ul style="list-style-type: none"> <li>the Workforce Plan – which covers a four year period and ensures that we have the skills and resources to achieve our goals.</li> <li>the Asset Management Strategy - which covers a 10-year period and demonstrates how we manage our assets using a lifecycle approach to support services provided to the community.</li> <li>the Long-Term Financial Plan – which covers a 10-year period and ensures that we are financially viable, adequately funded and sustainable organisation.</li> </ul>	<p><b>Monitoring our Progress</b></p> <p>Progress is reported quarterly, annually and at the end of each Council term. An overall picture of Council's performance is provided, along with detailed financial reports.</p> <p>Our reporting framework provides a comprehensive and clear picture to the community on how Council is performing, including qualitative and quantitative measures of actual progress as well as community survey results, long-term trends and comparisons to benchmarks.</p> <p>The Audit Risk and Improvement Committee also monitors performance.</p>
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## Community Strategic Plan

Our Community Strategic Plan 'Shape 2028' is our roadmap for the future of the Northern Beaches. It defines the community's vision and sets a direction for everything we do over the next ten years to make the vision a reality.

The strategic plan is our community's plan which clearly identifies a strong shared desire to protect and enhance the natural and built environments, to create more connected and caring communities, to embrace our diverse sports and recreations culture, and to live more sustainably in balance with the environment.

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



## Community Strategic Plan - Outcome Areas

Protection of the Environment Areas	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation
<b>Goal 1</b>	<b>Goal 4</b>	<b>Goal 7</b>	<b>Goal 10</b>	<b>Goal 13</b>	<b>Goal 16</b>	<b>Goal 19</b>	<b>Goal 21</b>
Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations and Active Travel	Our Council is recognised as a community leader in environmental sustainability	Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community	Our community is stimulated through a diverse range of cultural and creative activities and events	Our businesses are well-connected and thrive in an environment that supports innovation and economic growth	Our integrated transport network meet the needs of our community	Our council is transparent and trusted to make decisions that reflect the values of the community	Our community is actively engaged in decision making processes
<b>Goal 2</b>	<b>Goal 5</b>	<b>Goal 8</b>	<b>Goal 11</b>	<b>Goal 14</b>	<b>Goal 17</b>	<b>Goal 20</b>	<b>Goal 22</b>
Our environment and community are resilient to natural hazards and climate change	Our built environment is developed in line with best practice sustainability principles	Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing	Our community feels safe and supported	Our economy provides opportunities that match the skills and needs of the population	Our community can safely and efficiently travel within and beyond Northern Beaches	Our council efficiently and effectively responds to, and delivers on, the evolving needs of the community	Our council builds and maintains strong partnerships and advocates effectively on behalf of the community
<b>Goal 3</b>	<b>Goal 6</b>	<b>Goal 9</b>	<b>Goal 12</b>	<b>Goal 15</b>	<b>Goal 18</b>		
Our community is well-supported in protecting the environment	Our community will continue to work towards sustainable use of resources	Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities	Our community is friendly and supportive	Our centres attract a diverse range of businesses providing opportunities for work, education, leisure and social life	Our community can easily connect and communicate through reliable communication technologies		

## Working with our Community

*Our plans and reports represent an ongoing conversation - in tune with the community as we develop our plans together; working to meet community needs and aspirations; and keeping the community informed of our progress.*

### Developing the Plan

Our community consultation for the Delivery Program commenced in October 2017 and concentrated on identifying where it should focus more effort over the next three years to achieve the community's long-term vision:

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

Nearly 1,500 people contributed their time and insights through community workshops, focus group meetings, and an on-line survey.

There was a high degree of consistency in the perspectives of community members on the priorities, and they reiterated the community's core value of protecting the natural environment.

Transport, Traffic and Active Travel and Road and Parking infrastructure were top community priorities. These were followed closely by Strategic Land Use Planning and Environmental Protection. Sustainability and Resilience were seen as critical to the future of Northern Beaches and Development Applications were identified as an area where Council could improve processes.

Over the next three years, we will look to focus more effort across these services through a number of transformational projects. These projects will focus on:

- **Sustainable Precincts** – integrated sustainable communities;
- **Supporting Business and Creating Vibrant Centres** – activating spaces with vibrant, attractive streetscapes and nurturing small business and local employment;

- **Connected Transport** – advocating for better transport connections, integration and infrastructure;
- **Arts and Cultural Improvements** – showcasing artistic and cultural pursuits
- **Recreational Improvements** – inclusive playgrounds and active lifestyles
- **Sustainable Environment** – innovative ways to reduce and recycle waste.

We will work alongside our community and key stakeholders to implement these projects, to ensure our community vision is achieved. Building on and leveraging existing government activities and plans and focusing on practical initiatives to achieve improvements for the Northern Beaches community.





## Community Engagement

We recognise that community engagement and participation are a vital part of local democracy. We are aiming to strengthen trust between Council and the community and build community confidence in our ability to plan and make decisions that best meet the present and future needs of the community.

The Community Engagement Framework reflects our ongoing commitment to appropriately engage with the community and includes:

- The community engagement policy which provides direction for engagement.
- This community engagement matrix which provides staff with direction on engagement planning and guidance on when and how they should engage with the community in different situations.
- The engagement toolkit which provides specific information and advice on 'how to' undertake different types of engagement with the community.

Our Strategic Advisory Groups is one way that we engage with the community.

We have established 6 SRGs with 12 members on each as well as other stakeholders. The SRGs are aligned to the CSP outcomes and goals:

1. Environment
2. Places for People
3. Community and Belonging
4. Economic and Smart Communities
5. Transport and Travel
6. Partnership and Participation

The role of the Strategic Reference Groups (SRG) is to provide advice, feedback and other support to Council in relation to issues, initiatives and requirements outlined in their Charters.

These groups provide an avenue for the local community and key stakeholders to play an active and meaningful role. They help shape our plans, policies and strategic outcomes, with informed consideration of needs across the Northern Beaches and the community as a whole.

## Community Satisfaction

In June 2017, we completed our first comprehensive survey of residents' attitudes and opinions about our services and facilities. The independent telephone survey conducted by Micromex Research, surveyed 756 randomly selected residents to obtain valuable information on what service areas the community rate as important and how satisfied they are with our performance. Overall 99% of residents reported quality of life on the Northern Beaches to be 'good' or 'better'. Nearly two thirds of residents (64%) selected the highest rating of 'excellent'.

Overall satisfaction with our performance was high, with 88% of residents stating that they are 'somewhat satisfied' to 'very satisfied' with the performance of Council.

Key drivers of satisfaction were 'consultation with the community' and 'parks and recreation'. Half of respondents had contact with a Council staff member in the past 12 months, with 84% of these respondents being 'somewhat satisfied' to 'very satisfied' with staff performance in dealing with the enquiry. These results were on par with Sydney metropolitan Councils.

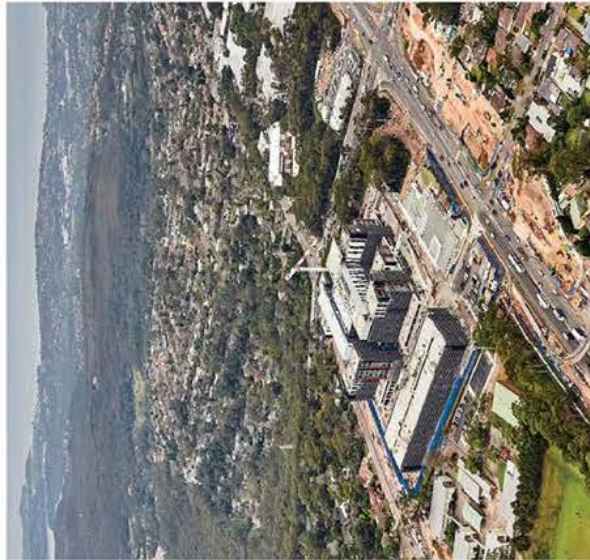
Top priority concerns identified by the community were transport and congested roads (35%); public transport (23%); ensuring that services and infrastructure can meet the demands of the growing population (21%); ensuring that new developments are carefully planned with the area not becoming too overdeveloped (19%); and environmental concerns (13%).

## Transforming the Northern Beaches

These transformational projects will advance the long term strategies identified in the CSP Shape 2028. Through our service areas we will work alongside key stakeholders to deliver these improvements, ensuring our community vision is achieved. These key priorities build on and leverage existing NSW Government activities and plans. They focus on delivering practical initiatives to drive improvements for the Northern Beaches community.

“We need to create strong, integrated and diverse communities. [...] Plan for people not cars; create spaces where people come together and are exposed to all the wonderful diversity our region has to offer.”

“Traffic problems are a fact of life on the Northern Beaches and are getting worse as the population grows. The Council cannot treat it as anything less than high priority even if there are no big solutions.”



## Sustainable Precincts

We provide opportunities through our sustainable precincts for greater connectivity, leading to greater sustainability, innovation, economic and social outcomes.

### Ingleside Precinct

The new Ingleside precinct will feature a Green Star rating which sets new standards for sustainability including improved water management and increased energy targets. The sustainable, liveable and connected community will feature 3,400 homes, a new town centre, new primary school and other community facilities as well as new sporting facilities. Council is taking a holistic, long-term view for Ingleside – investing in conservation and community.

### Frenchs Forest Hospital Precinct

The Northern Beaches Hospital Precinct will feature a new hospital, a vibrant town centre with a variety of new housing and employment opportunities along with new transport infrastructure. We are also working towards a Green Star rating of the precinct.

Frenchs Forest will become a strategic centre on the Northern Beaches over the next 20 years..

*“We need to create strong, integrated and diverse communities. [...] Plan for people not cars, create spaces where people come together and are exposed to all the wonderful diversity our region has to offer.”*

### Key Partners

- Local community
- Landcom
- Green Building Council of Australia (GBCA).
- NSW Department of Planning and Environment
- Transport for NSW
- Roads and Maritime Services
- NSW Health Infrastructure
- NSW Department of Education
- Office of Environment and Heritage.

\*This has been provided in the Delivery Program over the next three years.



## Supporting Business and Creating Vibrant Centres

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

### Dee Why Town Centre \$13.84m\*

Following on from the Dee Why Town Centre Masterplan, Council is continuing to upgrade the streetscape and public open spaces in Dee Why. We aim to create an attractive and vibrant town centre with enhanced streets and public spaces which are safe, enjoyable and foster community pride.

### Brookvale

One of the main aims of the Brookvale Structure Plan is to ensure that land use planning controls will enable Brookvale to continue to thrive as an employment based centre while also enabling the area to be enhanced as a vital place to live and work.

### Manly Laneways \$2.5m\*

These works form part of the "Manly 2015 Masterplan" and will provide improvements and upgrades to the paved pedestrian areas within the precinct.

### Economic Development

To support local business and ensure economic growth across the region Council is developing an Economic Development Strategy which will identify growth sectors and opportunities to promote the Northern Beaches economy.

The preparation of a Destination Management Plan will identify trends in tourism and opportunities to manage and support sustainable tourism across the Northern Beaches area.

Activation plans for town and village centres will be developed with the community and local businesses to create a sense of vibrancy.

### Place Plans will be developed for Manly, Avalon and Mona Vale

Place Plans - Manly, Avalon and Mona Vale Placemaking encompasses Urban Design Principles, and imagines ways to design, regenerate and activate spaces to suit the users. In some cases

accommodating a range of users for a range of activities.

Improvements to be undertaken as part of the place planning process can include paving, lighting, seating, bins, wayfinding signage and artwork.

### Streetscape Improvements - \$5m\*

Funding has been set aside for work to upgrade village and town centres. An assessment of the centres will be undertaken to prioritise the expenditure.

#### Key Partners

- Local community
- Local Chambers of Commerce and businesses
- NSW Department of Planning and Environment
- Transport for NSW
- Roads and Maritime Services
- Destination NSW
- Greater Sydney Commission

\*This has been provided in the Delivery Program over the next three years.

## Connected Transport

We create a safe, inclusive and connected community through our transport network, infrastructure and active travel links.

Provision of infrastructure, main roads and public transport is the responsibility of the NSW Government. However Council, the community and other stakeholders play a crucial role in integrating transport with other strategic planning priorities and advocating for better transport solutions across the Northern Beaches area.	<b>Wakehurst Parkway \$5m*</b> Council will investigate options for the mitigation of frequent flooding of Wakehurst Parkway and to develop and action a viable mitigation solution if available. Funded by NSW Government through the Stronger Communities Fund.	<b>Connecting our Coastal Walkway and Cycleways \$21m*</b> Council is constructing a 36km coastal walkway from Palm Beach to Manly. This program will provide better pathways and integrated walking and cycleways and is funded by the NSW Government.
<b>East/West Transport Options \$100k*</b> Council will investigate options for an East/West transport corridor (along Warringah Road and Mona Vale Road) to improve transport and travel. This is a key priority for new release areas at Ingleside, and strategic centres at Frenchs Forest, Brookvale and Dee Why.	<b>Transport Strategy</b> Council is developing a 20 year transport strategy, setting the priorities for our related Transport Plans; and assisting our advocacy role with the NSW Government and transport providers to improve the transport network for our community.	<b>Mona Vale Road upgrade</b> The NSW Government is upgrading Mona Vale Road from two lanes to four lanes between Terrey Hills and Mona Vale. The upgrades are aimed at improving safety and traffic efficiency by providing additional lanes, a shared path, a local road corridor from Harvey Road to Powder Works Road and enabling fauna to cross Mona Vale Road safely by constructing an overpass bridge and underpasses.

## Connected Transport cont.

### Warringah Road upgrades

The Warringah Road upgrades will provide increased capacity on the road network and improve access through the area, and around the hospital including for pedestrians and cyclists. Work includes construction of Warringah Road underpass, road widening and upgrade of Frenchs Forest Road and Naree Road.

### B-Line to Newport

The roll out of the B-Line and associated parking facilities in partnership with the NSW Government are making a difference on the north-south Pittwater Road Corridor, between Mona Vale and the Sydney CBD. Council will continue to advocate for the extension of B-Line services to Newport to reduce congestion and provide more frequent and reliable bus services.

### Beaches Tunnel Link

The Beaches Tunnel Link has been identified as a priority transport infrastructure project for the Northern Beaches. The proposed Middle Harbour tunnel will provide additional capacity for the area through connectivity with existing roads, particularly the Warringah Freeway, Gore Hill Freeway, Wakehurst Parkway and Burnt Bridge Creek Deviation and the ability to link with a new Sydney Harbour Crossing.

#### Key Partners

- Local community
- NSW Department of Planning and Environment
- Transport for NSW
- Roads and Maritime

\*This has been provided in the Delivery Program over the next three years.

## Arts and Cultural Improvements

We enhance our public places and community cohesion through arts and creativity.

### Mona Vale performing arts centre \$2.5m\*

A feasibility study and business case is underway with funding from the Stronger Communities Fund, for a regional performing arts centre as part of a civic and cultural precinct in Mona Vale.

### Connecting Communities - Art Trail \$1.9m\*

A Public Art Trail on the Coastal Walkway from Manly to Palm Beach is under development. The public art trail will deliver high-quality public artworks at various sites along the walkway that reflect the cultural, heritage and natural significance of the Northern Beaches coastline.

### Barrenjoey performance space \$1m\*

Council is committed to a vibrant culture and art programs across the Northern Beaches and is working with Barrenjoey High School to provide a performance space and amphitheatre which is being funded by the NSW Government through the Stronger Communities Fund.

### Creative Art Space - North \$1m\*

A new creative space to support local artists and community groups is planned within the northern end of the peninsula.

### Warriewood Community Centre \$7.5m\*

Council is looking to establish a new community facility to support the growing population within the Warriewood Valley area.

“Providing arts and culture gives those who aren't sports-minded another avenue. Creative and critical thinking in these spaces are necessary skills in this changing global landscape.”

#### Key Partners

- Local community
- Art Groups and Societies
- Cultural and creative industries
- NSW Department of Education
- Strategic Reference Groups

\*This has been provided in the Delivery Program over the next three years.



## Recreational Improvements

We ensure our community is healthy, active and has inviting places to gather and enjoy the outdoors. These projects also increase opportunities for physical activity and active play.

### Connecting All through inclusive and active play \$12m\*

Council is investing in an inclusive and active play program, which will put the Northern Beaches on the map as a leading destination for playgrounds designed for kids with all abilities. It includes a program of inclusive playgrounds and equipment and upgrades of local surf clubs (Mona Vale and Long Reef) and sporting facilities making them more accessible to the broader community. The NSW Governments Stronger Communities Fund will contribute \$2m to this program.

### Sportsgrounds \$20.5m\*

Council will implement the Sportsgrounds Strategy, which has been developed to meet current and future sportsfield needs. The Strategy will inform Council's capital works program, and long term management and planning for sportsgrounds and associated facilities.

To improve Council's sportsground stock a number of actions have been identified including conversion of sportsfields to synthetic turf and improved lighting to extend usage.

### Sports buildings upgrades \$3.2m\*

Council will establish new sports buildings and upgrade a number of existing facilities to ensure our amenities are accessible and meet the future needs of our community.

“Why = if we are to meet our 22 Goals [in the CSP] in the overarching sense, we need facilities that draw us together (vs push us into isolation).”

How = The sportsfields, playgrounds, beaches, pools etc are a framework for programs that can and will draw us together and encourage participation.”

#### Key Partners

- Local community
- Local sporting groups and associations
- NSW Sport and Recreation
- NSW Office of Sport
- Surf Life Saving Sydney Northern Beaches

\*This has been provided in the Delivery Program over the next three years.

## Environmental Sustainability

We support our community to live sustainably. Taking action locally to tackle complex environmental challenges related to climate change, population growth, consumption and waste.

### Cities Power Partnership

Council will focus on reducing energy use and carbon emissions, producing additional economic benefits as well by reducing costs to Council and individual households and businesses.

### Environmental Sustainability Projects

Council will support our community by providing programs to assist them to make energy and water efficiency improvements at home. We will also continue to improve energy and water efficiency in our facilities through the installation of solar panels and other improvements.

### Domestic waste contract

Council will implement a new Domestic Waste Collection Contract to ensure improved services and efficiency.

### Sustainable Waste Projects

Council will implement a number of sustainable waste projects including:

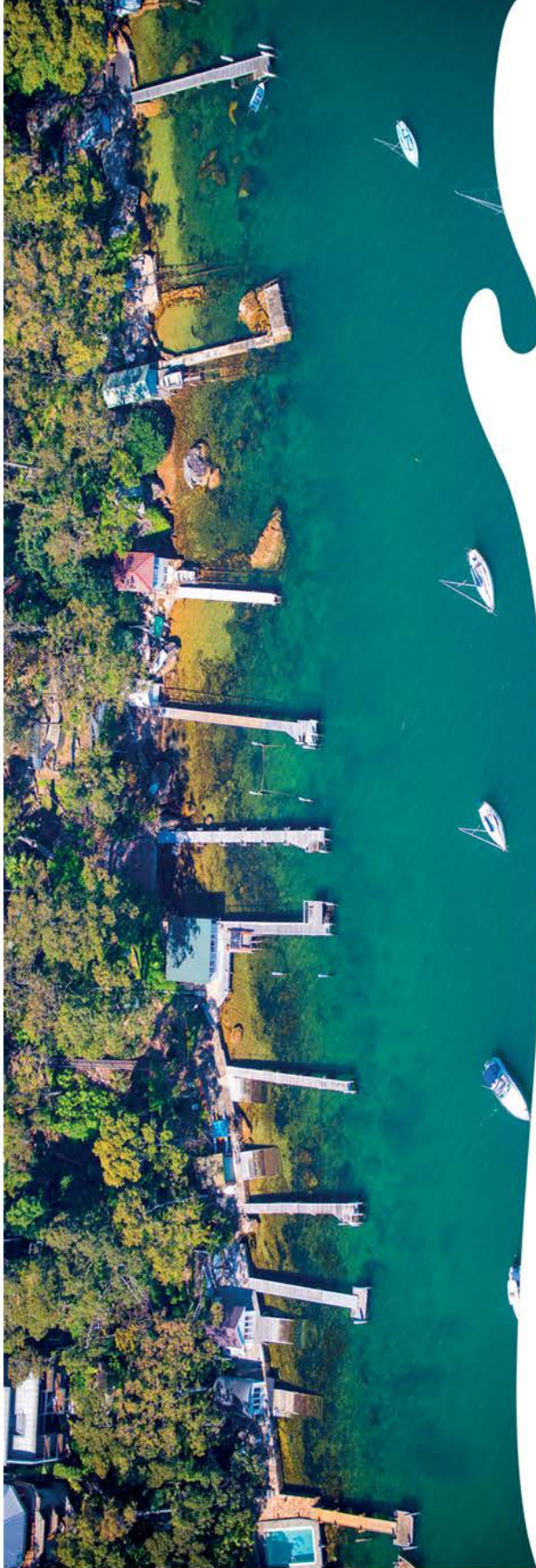
- Continuing Single Use Plastic policy and Waste Minimisation at Functions and Events Policy
- Trial compactor bins in high volume tourist areas
- Continuing to work with business to reduce waste.

“Waste management is possibly the most important thing that Council does. This is about more than just picking up the bins.

This one should be about reducing broad consumption of resources and building behavioural change that results in less consumer-centric behaviour.”

### Key Partners

- Local community
- Local businesses
- Climate Council
- NSW Environment Protection Authority
- Electricity Providers



# Delivery Program 2018-2021

## Introduction

The following sections of our Delivery Program, including our one year Operational Plan, are structured around 16 key service areas and set out our ongoing activities, planned projects and their associated budgets.

Council provides a broad range of services that aim to support the community and protect our extraordinary natural environment.

The draft Delivery Program has been structured and resourced around 16 key services. These reflect the delivery of planned projects and services for each year and align each service area to a budget.

During the community engagement for the Delivery Program, Council presented and discussed our key services and clarified the community priorities regarding our service delivery. This has resulted in a better understanding in the community about Council's service delivery and has informed the structure of this delivery program.

The draft Delivery Program clearly relates to the community's vision and goals from the CSP aligning with the core elements of sustainability: environmental, social, economic and civic, and is presented in a format that is easy to read.

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



## How to read this document

In this plan you will find that each key service area has several sections:

- **Support the CSP goals:** CSP goals that the service contributes to.
- **Business Unit:** the business unit for this key service area
- **Service Information:** The key service provided.
- **Ongoing Services and Programs:** programs that continue from year to year and their alignment to the CSP goals.
- **Operational Projects:** key activities that Council will undertake in the three year period 2018-2021.
- **Capital Projects:** works that Council will undertake in the three year period 2018-2021 including the budget.
- **Performance Measure:** how we will measure our progress
- **Income and Expenditure:** of the service.

ENVIRONMENT AND SUSTAINABILITY				
Supporting CSP Goals:				
G1	G2	G3	G4	G5
Business Unit:				
Natural Environment and Climate Change				
Service Information:				
This service aims to protect and enhance our natural and built environments for the future.				
Ongoing Services and Programs:				
G1 - Delivery of programs to protect, preserve and manage coasts, estuaries and waterways to benefit future generations				
G1 - Delivery of programs to protect, preserve and manage bushland and biodiversity to benefit future generations				
Operational Projects:				
CSP Goal	2018/19	2019/20	2020/21	
G2		X	X	X
G2 - Deliver programs to protect and restore bushland including threatened species and pest species management and the control of bushfire risk.				
G1		X	X	X
G1 - Deliver programs to protect and restore our catchments, waterways and coast including ecological, risk and restoration programs				
Capital Projects:				
CSP Goal	2018/19	2019/20	2020/21	
G2	\$	\$	\$	
Stormwater program				
Planned Stormwater new				
	665,000	1,400,000	1,400,000	

### Measures:

Performance Measures	Target	Frequency
Bush regeneration by contractors (ha)	>Baseline 2017/18	Quarterly
No. sustainability education events	N/A	Quarterly

Satisfaction Measures	Target	Frequency
Protecting native plants and animals	3.67	Annual
Restoring natural bushland (removing weeds, bush regeneration programs)	3.42	Annual

\* Mean score out of 5

### Income and Expenditure – Environment and Sustainability:

	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>			
Fees & Annual Charges	33,166	32,299	36,115
User Charges & Fees	1,516	1,547	1,582
Interest & Investment Revenues	-	-	-
Other Revenues	-	-	-
Grants & Contributions - Operating Purposes	895	828	532
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>35,576</b>	<b>34,674</b>	<b>38,228</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(7,651)	(7,879)	(7,908)
Borrowing Costs	-	-	-
Materials & Contracts	(8,415)	(7,077)	(10,050)
Depreciation & Amortisation	(7,019)	(7,169)	(7,431)
Other Expenses	(5,998)	(6,121)	(6,201)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(2,029)	(2,909)	(3,007)
Overhead Allocation	(3,374)	(3,443)	(3,521)
<b>Total Expenses from Continuing Operations</b>	<b>(35,576)</b>	<b>(34,674)</b>	<b>(38,228)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

## CHILDREN'S SERVICES

### Supporting CSP Goals:

**G8** **G9** **G11** **G12**

### Business Units:

Children's Services and Property

### Service Information:

This service offers the highest quality, professional care for the community's children.

### Ongoing Services and Programs:

**G11** - Management of six long day care centres and two pre-schools

**G11** - Management of family day care

**G9** - Management of vacation care

**G11** - Provision of occasional care services

**G12** - Providing children with additional needs the opportunity to participate in quality early education and vacation care programs

### Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G11</b>	Providing quality education and care – meeting or exceeding the National Quality Standard	X	X	X
<b>G12</b>	Support children from diverse socio-disadvantaged backgrounds to participate in quality early education and vacation care programs	X	X	X

### Capital Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
	<b>Childcare Buildings</b>			
<b>G8</b> <b>G11</b>	Dee Why Children's Centre design works	50,000	250,000	4,000,000

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G8</b> <b>G11</b>	Kangaroo Street Preschool new works	500,000	1,000,000	-
<b>G9</b> <b>G11</b>	Harbourview Preschool/Community Centre upgrades	950,000	-	-
<b>G9</b> <b>G11</b>	Kangaroo Street Preschool - renewals	-	1,200,000	-
<b>G9</b> <b>G11</b>	Children's centres works program	50,000	75,000	75,000

### Measures:

Performance Measures	Target	Frequency
No. children attending Long Day Care programs	>Baseline 2017/18	Quarterly
No. children attending Family Day Care programs	>Baseline 2017/18	Quarterly
No. children attending Preschool programs	>Baseline 2017/18	Quarterly
No. children attending Vacation Care programs	>Baseline 2017/18	Quarterly
% of childcare services that meet/exceed standard for National Quality Framework	100%	Annual
No. additional needs children enrolled in child care services	N/A	Annual

Satisfaction Measures	Target*	Frequency
Provision of childcare services	3.32	Annual

\* Mean score out of 5

**Income and Expenditure – Children's Services:**

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	1,336	1,173	984
User Charges & Fees	12,801	13,063	13,361
Interest & Investment Revenues	-	-	-
Other Revenues	10	10	10
Grants & Contributions - Operating Purposes	590	602	616
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>14,737</b>	<b>14,848</b>	<b>14,971</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(10,982)	(11,021)	(11,062)
Borrowing Costs	-	-	-
Materials & Contracts	(2,366)	(2,410)	(2,460)
Depreciation & Amortisation	(281)	(287)	(294)
Other Expenses	(145)	(148)	(151)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(221)	(226)	(231)
Overhead Allocation	(741)	(756)	(774)
<b>Total Expenses from Continuing Operations</b>	<b>(14,737)</b>	<b>(14,848)</b>	<b>(14,971)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

## COMMUNITY, ARTS AND CULTURE

### Supporting CSP Goals:

G8 G9 G10 G11 G12

### Business Units:

Community, Arts and Culture, Property and Capital Projects

### Service Information:

This service supports and facilitates a wide range of social and community services to build social capital and enhance the health and well-being of individuals, families and the wider Northern Beaches community.

### Ongoing Services and Programs:

**G11** - Delivery of Community Development programs including: aged, disability, youth, family, culturally and linguistically diverse communities (CALD), domestic violence, homeless and arts development services

**G9** - Management of 41 Community Centres

**G9** - Provision of Hop, Skip and Jump bus service

**G9** - Coordination of Meals on Wheels

**G12** - Youth and Family Counselling Services

**G11** - Provision of community safety initiatives

**G12** - Coordination of community volunteering services

**G10** - Managing Community and Cultural small grants program

**G12** - Support disability education and awareness initiatives

**G10** - Management of Glen Street Theatre, Manly Art Gallery and Museum and Creative Space

### Operational Projects:

CSP Goal	Operational Projects	2018/19	2019/20	2020/21
<b>G10</b>	Develop an Arts Strategy	X		
<b>G8</b>	Develop a Community Centre Strategy	X		
<b>G10</b>	Develop a Public Art Policy and guidelines	X		
<b>G11</b>	Implement Community Development Framework			X
<b>G12</b>	Develop and support disability education and awareness initiatives	X		
<b>G12</b>	Support biennial inclusion awards to recognise local businesses and community organisations demonstrating best practice	X		
<b>G8</b>	Develop a Social Plan (2018/19) and specialised Plans for specific demographics (Youth, Aged, Disability, CALD, etc.)	X	X	X
<b>G12</b>	Develop a Volunteer Management Framework	X		
<b>G9</b>	Youth activities at PCYC	X	X	
<b>G10</b>	Develop a Manly Art Gallery and Museum Masterplan	X		
<b>G9</b>	Expansion of the Meals on Wheels Service	X	X	
<b>G10</b>	Develop a programming strategy for Glen Street Theatre	X		
<b>G8</b>	Develop and promote an online disability inclusion and access information hub	X	X	X
<b>G11</b>	Support the establishment of a youth and wellbeing hub at Mona Vale	X	X	

### Capital Projects:

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
	<b>Art Works</b>			
<b>G8</b>	Manly Art Gallery - art works	10,000	10,000	10,000
<b>G8</b>	Theo Batten Bequest - art works	20,900	21,000	21,000



Facilities and services for older people	3.36	Annual
Facilities and services for people with disabilities.	3.36	Annual
Arts and cultural facilities (e.g. Glen St Theatre, Manly Art Gallery and Museum)	3.34	Annual
Community centres	3.49	Annual

\* Mean score out of 5

### Income and Expenditure – Community Arts and Culture:

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	7,196	7,141	7,177
User Charges & Fees	3,001	3,062	3,132
Interest & Investment Revenues	26	27	27
Other Revenues	1,674	1,708	1,747
Grants & Contributions - Operating Purposes	676	690	706
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>12,572</b>	<b>12,627</b>	<b>12,789</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(6,259)	(6,282)	(6,305)
Borrowing Costs	-	-	-
Materials & Contracts	(3,119)	(3,087)	(3,150)
Depreciation & Amortisation	(770)	(786)	(804)
Other Expenses	(695)	(709)	(725)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(372)	(380)	(389)
Overhead Allocation	(1,356)	(1,384)	(1,416)
<b>Total Expenses from Continuing Operations</b>	<b>(12,572)</b>	<b>(12,627)</b>	<b>(12,789)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

	Cultural Improvements			
<b>G10</b>	Coastal Walk - art trail	540,000	620,000	740,000
<b>G9</b>	Warriewood Valley Community Centre	1,082,000	3,252,000	3,217,000
<b>G10</b>	New creative art space - northern end of the Northern Beaches local government area	300,000	684,014	-
<b>G9</b>	Community centres minor works program	75,000	75,000	75,000
<b>G9</b>	Community buildings works program	-	1,000,000	1,200,000
<b>G9</b>	Manly Art Gallery renewal works	50,000	150,000	-
<b>G10</b>	Glen Street Theatre renewal works	45,000	45,000	45,000

### Measures:

Performance Measures		Target	Frequency
Community centres: No. of bookings	>Baseline	2017/18	Quarterly
No. arts and culture events/ performances	>Baseline	2017/18	Quarterly
No. community development events/ programs	>Baseline	2017/18	Quarterly
No. meals services	>Baseline	2017/18	Quarterly/ Annual
No. clients for Youth and Family counsellors	>Baseline	2017/18	Quarterly/ Annual
No. Hop Skip and Jump passengers	>Baseline	2017/18	Quarterly/ Annual
No. volunteers who actively participate in ongoing Council programs	>Baseline	2018/19	Quarterly/ Annual
Community centres: user satisfaction	>Baseline	2017/18	Annual
No. attending arts and culture events/ performances	>Baseline	2017/18	Annual
No. people attending Community development events/ programs	>Baseline	2017/18	Annual

Satisfaction Measures		Target *	Frequency
Facilities and services for youth		3.21	Annual

## CORPORATE SUPPORT SERVICES

### Supporting CSP Goals:

G5	G7	G14	G18	G19	G20
G21	G22				

### Business Units (BU):

Finance (Fin), Transformation and Performance (T&P), Human Resources (HR), Chief Information Officer (CIO), Chief Executive Officer (CEO), Capital Projects.

### Service Information:

This area provides support functions including finance, human resource management, information management systems, program and performance management which enables the efficient delivery of services to the community.

### Ongoing Services and Programs:

**G19** - Provision of corporate planning and strategy services; including the Council's CSP; Delivery Program; Operational Plans and statutory reporting frameworks

**G19** - Provision of corporate human resources and workforce health, welfare and safety services

**G20** - Provision of information management and technology services

**G14** - Provision of spatial information

**G20** - Organisational transformation and project management services

**G19** - Provision of procurement services

**G19** - Provision of corporate financial management, business support, levying and collection services

**G22** - Provision of grants administration

**G5 G7** - Management of capital works program

### Operational Projects:

CSP Goal	Projects	BU	2018/19	2019/20	2020/21
G19	Implement the Procurement Framework	Fin	X		
G19	Develop procurement and contract management training program	Fin		X	
G19	Develop the Delivery Program and annual Operational Plan	T&P	X	X	
G19	Prepare and present Council's Quarterly Budget Review Statement	Fin	X	X	X
G19	Develop and refine processes, procedures, policies and management standards	Fin	X		
G19	Deliver a program of service reviews.	T&P	X	X	X
G19 G21	Develop strategic directions and plans based on Integrated Planning and Reporting framework for Local Government.	T&P	X	X	X
G19	Implement disability awareness education and training for all staff	HR	X		
G14	Implement the Workforce Management Plan	HR	X	X	X
G18	Implement the digital transformation strategy	CIO	X	X	X
G21	Review the Community Strategic Plan	T&P			X
G21	Develop a new Delivery Program	T&P			X

### Capital Projects:

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
	<b>IT improvements</b>			
G19	IT Infrastructure – new works	230,000	210,000	60,000
G19 G20	IT Software – new works	580,000	75,000	75,000
G19	IT Infrastructure - replacements	1,509,300	1,402,025	911,800
G19 G20	IT Software - replacements	50,000	75,000	25,000

Income and Expenditure – Corporate Support Services:

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	7,855	10,267	7,659
User Charges & Fees	738	753	770
Interest & Investment Revenues	5,576	5,025	4,467
Other Revenues	135	138	141
Grants & Contributions - Operating Purposes	7,263	7,412	7,581
Grants & Contributions - Capital Purposes	8,900	9,082	9,290
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>30,467</b>	<b>32,677</b>	<b>29,907</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(26,207)	(26,301)	(26,398)
Borrowing Costs	(2,032)	(1,781)	(1,486)
Materials & Contracts	(8,058)	(7,706)	(7,864)
Depreciation & Amortisation	(1,026)	(1,047)	(1,071)
Other Expenses	(1,693)	(1,728)	(1,767)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	860	878	898
Overhead Allocation	25,611	26,136	26,732
<b>Total Expenses from Continuing Operations</b>	<b>(12,544)</b>	<b>(11,548)</b>	<b>(10,956)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>17,923</b>	<b>21,128</b>	<b>18,951</b>

Measures:

Performance Measures	Target	Frequency
Correspondence replied to within 5 working days	80%	Quarterly/ Annual
Operational projects on schedule	80%	Quarterly/ Annual
Capital projects on schedule	80%	Quarterly/ Annual
Quarterly, Annual and Statutory Reports submitted to Council on time	100%	Quarterly/ Annual
Voluntary staff turnover rate	13%	Annual
No. Council Wi-Fi access points	>45	Annual
Financial performance measures:		
Operating performance	>0	Annual
Unrestricted current ratio	>1.5	Annual
Own source operating revenue	>60%	Annual
Debt service cover ratio	>2x	Annual
Rates and annual charges outstanding	<5%	Annual
Cash expenses cover ratio	> 3 months	Annual
Building and infrastructure renewal ratio	>100%	Annual
<b>Satisfaction Measures</b>	<b>Target *</b>	<b>Frequency</b>
The overall performance of Council as an organisation over the past 12 months	3.56	Annual

\* Mean score out of 5

## CUSTOMER SERVICE

### Supporting CSP Goals:

G20

#### Business Unit:

Customer Service

#### Service Information:

This service delivers high quality front of house services to the community and internal customers, across various contact channels including telephone calls, face to face and online.

#### Ongoing Services and Programs:

**G20** - Provision of customer service centres at Avalon, Dee Why, Manly and Mona Vale

**G20** - Frontline complaints resolution

**G20** - Management of Customer Relationship Management (CRM) system

**G20** - Development of customer service culture across organisation

#### Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
G20	Continued improvement to customer portal to enhance the customer experience	X	X	X
G20	Building a customer centric culture by continued delivery on Customer Experience (CX) Strategy Measures of Success program	X	X	X
G20	Investigation of a concierge and customer queuing system across all front counters	X	X	
G20	Develop and implement a consistent feedback approach across all customer contact channels			X
G20	Integrate the telephony system within the customer relationship management system		X	

CSP Goal	Projects	2018/19	2019/20	2020/21
G20	Investigate service delivery options for customer service locations including hours of operation.	X		

#### Measures:

Performance Measures	Target	Frequency
No. calls to Customer Service 1300 434 434	N/A	Quarterly
Calls answered within 30 seconds	80%	Quarterly
Customer satisfaction with service calls	80%	Quarterly/Annual
Customer satisfaction with online requests	80%	Quarterly/Annual
Customer requests conducted online	15%	Quarterly
Telephone enquiries resolved on first call	75%	Annual

Satisfaction Measures	Target *	Frequency
Information on Council services	3.43	Annual
The performance of staff in dealing with your enquiry	3.88	Annual

\* Mean score out of 5



**Income and Expenditure – Customer Service:**

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	2,495	2,486.23	2,474.67
User Charges & Fees	1,274	1,300.23	1,329.88
Interest & Investment Revenues	-	-	-
Other Revenues	-	-	-
Grants & Contributions – Operating Purposes	-	-	-
Grants & Contributions – Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>3,769</b>	<b>3,786</b>	<b>3,805</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(3,523)	(3,536)	(3,549)
Borrowing Costs	-	-	-
Materials & Contracts	(283)	(288)	(294)
Depreciation & Amortisation	(46)	(47)	(48)
Other Expenses	(45)	(46)	(47)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	655	668	683
Overhead Allocation	(527)	(538)	(550)
<b>Total Expenses from Continuing Operations</b>	<b>(3,769)</b>	<b>(3,786)</b>	<b>(3,805)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

## DEVELOPMENT ASSESSMENT

### Supporting CSP Goals:

G5 G7 G8 G19

### Business Unit:

Development Assessment

### Service Information:

This service processes and assesses all incoming Development Applications (DAs), in line with Council's planning instruments and planning law to support the strategic vision for development in the area.

### Ongoing Services and Programs:

- G7 - Provision of pre-lodgement service
- G5 - Assessment of Development Applications
- G19 - Management of independent assessment panels
- G8 - Review of local environment planning controls

### Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
G8	Review and monitor delegations in light of new Local Planning Panel (formerly IHAPs).	X		

### Measures:

Performance Measures	Target	Frequency
Applications for new additional housing stock determined under delegation within 40 days (Development Applications and Complying Development Certificates)	90%	Quarterly/ Annual
DAs determined under delegation within 60 days	90%	Quarterly/ Annual
DAs referred to independent panels within 90 days	90%	Quarterly
Proportion of applications to independent panels that were upheld in favour of council	>50%	Annual

Satisfaction Measures	Target	Frequency
Development approvals process	2.82	Annual
* Mean score out of 5		

### Income and Expenditure – Development Assessment:

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	3,257	3,225	3,186
User Charges & Fees	4,314	4,402	4,503
Interest & Investment Revenues	-	-	-
Other Revenues	-	-	-
Grants & Contributions - Operating Purposes	-	-	-
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>7,570</b>	<b>7,627</b>	<b>7,689</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(5,758)	(5,779)	(5,800)
Borrowing Costs	-	-	-
Materials & Contracts	(641)	(653)	(666)
Depreciation & Amortisation	(62)	(63)	(65)
Other Expenses	(196)	(200)	(205)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(320)	(327)	(334)
Overhead Allocation	(593)	(605)	(619)
<b>Total Expenses from Continuing Operations</b>	<b>(7,570)</b>	<b>(7,627)</b>	<b>(7,689)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

## ECONOMIC DEVELOPMENT, EVENTS AND ENGAGEMENT

### Supporting CSP Goals:



### Business Units:

Community Engagement and Communications and Capital Projects

### Service Information:

This service facilitates the planning and management of public spaces, provides opportunities for the community to celebrate, strengthen cultural diversity, develop local economy, support tourism and engage with the community on the decisions of Council.

### Ongoing Services and Programs:

- G10** - Delivery of major community and civic events
- G15** – Delivery of economic development and tourism initiatives and projects
- G13** - Support and promotion of local businesses and industry
- G13** - Support of sustainable business practices
- G11** - Provision of place making projects, networks, events and activities
- G21** - Management of Council's website and promotion of Council services, programs and events
- G21** - Community Engagement services including YourSay page and database management
- G20** - Media, communications and marketing services

### Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G8</b>	Develop a Placemaking Strategy	X		
<b>G7 G8</b>	Develop town and village centre profiles, including place and business audits	X		
<b>G8 G21</b>	Support development and stakeholder engagement of Place Plans	X	X	X
<b>G11 G12 G15</b>	Develop Place Activation Plans for key centres	X	X	
<b>G15</b>	Prepare an Economic Development Plan for the Northern Beaches	X	X	
<b>G15</b>	Develop a Northern Beaches Destination Management Plan	X		
<b>G10 G12</b>	Implement the Events Strategy	X	X	X
<b>G15 G19 G22</b>	Seek to establish a university presence on the Northern Beaches	X	X	X
<b>G7 G8</b>	Develop accessibility maps for all major town and village centres		X	
<b>G8 G13 G15</b>	Develop and implement a seminar on inclusive employment practices and benefits for local businesses			X
<b>G8 G20</b>	Develop guidelines to ensure Council's media platforms and documents are accessible		X	X

### Capital Projects:

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
<b>Town and Village Centre activations</b>				
<b>G8 G9</b>	Manly Laneways new works	1,000,000	1,000,000	500,000
<b>G8</b>	Manly Laneways – renewal works	-	-	500,000
<b>G8 G9</b>	Place making infrastructure	140,000	140,000	140,000

**Income and Expenditure – Economic Development, Events and Engagement:**

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	8,671	8,567	8,671
User Charges & Fees	9	10	10
Interest & Investment Revenues	-	-	-
Other Revenues	704	719	735
Grants & Contributions - Operating Purposes	-	-	-
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>9,385</b>	<b>9,296</b>	<b>9,416</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(4,427)	(4,443)	(4,459)
Borrowing Costs	-	-	-
Materials & Contracts	(3,116)	(2,973)	(3,035)
Depreciation & Amortisation	(51)	(52)	(53)
Other Expenses	(394)	(403)	(412)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(231)	(236)	(241)
Overhead Allocation	(1,165)	(1,189)	(1,216)
<b>Total Expenses from Continuing Operations</b>	<b>(9,385)</b>	<b>(9,296)</b>	<b>(9,416)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
G8 G9	Dee Why Town Centre – design	580,000	290,000	-
G8	Streetscape Projects – new works	-	2,000,000	2,000,000
G8	Streetscape Projects – renewal works	-	-	1,000,000
G8 G9	Dee Why Town Centre – construction phase 1	7,420,004	3,200,000	2,200,000

**Measures:**

Performance Measures	Target	Frequency
High impact projects with a Community Engagement Plan	100%	Quarterly
No. businesses registered on Council's contact database	>Baseline 2017/18	Quarterly
No. participating in business engagement	>Baseline 2017/18	Quarterly
No. community and civic events organised by Council	>Baseline 2017/18	Quarterly
High impact projects – webpages updated at least every three months	85%	Annual
High impact projects – Council decisions communicated to stakeholders within 30 days	85%	Annual

Satisfaction Measures	Target *	Frequency
Community events and festivals	3.79	Annual
Consultation with the community by council.	3.04	Annual
Keeping town centres and villages vibrant (e.g. activities, mixed uses, landscaping).	3.43	Annual
Encouraging local industry and business	3.27	Annual

\* Mean score out of 5



# ENVIRONMENT AND SUSTAINABILITY

Supporting CSP Goals:



## Business Unit:

Natural Environment and Climate Change

## Service Information:

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

## Ongoing Services and Programs:

- G1** - Delivery of programs to protect, preserve and manage coasts, estuaries and waterways to benefit future generations
- G1** - Delivery of programs to protect, preserve and manage bushland and biodiversity to benefit future generations
- G1** - Implementation of environmental and natural resource projects
- G1** - Management, maintenance and improvements to the stormwater network
- G2** - Management of natural hazards including flooding, bushfire, coastal erosion
- G2** - Emergency response through liaison with SES/RFS
- G3** - Delivery of targeted environmental sustainability community engagement, volunteering and education programs
- G3** - Delivery of environmental programs from the Coastal Environment Centre and Manly Environment Centre
- G6** - Delivery of programs to increase the capacity to mitigate, adapt and respond to climate change and reduce resource consumption

- G7** - Development engineering including subdivision works, development approvals and applications, co-ordination of local infrastructure contributions, works delivery and certification of development works
- G5** - Development assessment and strategic planning for protection of the environment, climate resilience and environmental sustainability.
- G4** - Delivery of programs for increased ability to capture and report on data used to manage our environment.

## Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G2</b>	Deliver programs to protect and restore bushland including threatened species and pest species management and the control of bushfire risk.	X	X	X
<b>G1</b>	Deliver programs to protect and restore our catchments, waterways and coast including ecological, risk and restoration programs	X	X	X
<b>G6</b>	Deliver strategic environmental sustainability programs and enhance resilience to climate change	X		
<b>G3</b>	Deliver effective and engaging sustainability education and volunteering programs to local residents, businesses and schools	X	X	X
<b>G3</b>	Deliver programs to protect our community from the effects of flooding including floodplain planning, response and mitigation options	X	X	X
<b>G2</b>	Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway	X	X	X
<b>G6</b>	Investigate Scotland Island Wastewater feasibility	X	X	X

## Capital Projects:

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
	<b>Coastal Protection Works</b>			
<b>G2</b>	Fairy Bower Sea Wall project	400,000	3,000,000	-
	<b>Stormwater program</b>			
<b>G2</b>	Planned Stormwater new	665,000	1,400,000	1,400,000

Satisfaction Measures	Target *	Frequency
Protecting native plants and animals	3.57	Annual
Restoring natural bushland (removing weeds, bush regeneration programs)	3.42	Annual
Controlling feral animals	3.32	Annual
Managing and protecting creeks, lagoons and waterways	3.33	Annual
Maintenance of beaches, headlands and rockpools	3.96	Annual
Management of local flooding	3.23	Annual
Environmental education programs and facilities (Coastal and Manly Environment Centres)	3.32	Annual
Council operates in an environmentally friendly way	3.51	Annual

\* Mean score out of 5

#### Income and Expenditure – Environment and Sustainability:

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	33,166	32,299	36,115
User Charges & Fees	1,516	1,547	1,582
Interest & Investment Revenues	-	-	-
Other Revenues	-	-	-
Grants & Contributions - Operating Purposes	895	828	532
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>35,576</b>	<b>34,674</b>	<b>38,228</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(7,851)	(7,879)	(7,908)
Borrowing Costs	-	-	-
Materials & Contracts	(8,415)	(7,077)	(10,050)
Depreciation & Amortisation	(7,010)	(7,165)	(7,431)
Other Expenses	(5,998)	(6,121)	(6,261)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(2,929)	(2,989)	(3,057)
Overhead Allocation	(3,374)	(3,443)	(3,521)
<b>Total Expenses from Continuing Operations</b>	<b>(35,576)</b>	<b>(34,674)</b>	<b>(38,228)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
G2	Planned Stormwater renewals	4,507,000	4,507,000	4,507,000
G2	Reactive Stormwater renewals	1,100,000	1,100,000	1,100,000
G2	Warriewood Valley creekline works	326,071	3,680,303	3,561,990
G2	Boondah Road, Warriewood culvert	-	676,873	-
G2	Gross Pollutant Trap renewal works	40,000	40,000	40,000
G2 G7	<b>Water and Energy Saving initiatives</b>			
	Water Saving and re-use initiatives - special rate variation	70,000	70,000	70,000
G5 G7	Energy Saving Initiatives works program - special rate variation	110,000	110,000	110,000
G5 G7	Energy Saving Initiatives works program - revolving energy fund	180,000	183,600	183,600

#### Measures:

Performance Measures	Target	Frequency
Bush regeneration by contractors (ha)	>Baseline 2017/18	Quarterly
No. sustainability education events	N/A	Quarterly
No. attending sustainability education events	N/A	Quarterly
Gross pollutants removed from stormwater networks (tonnes)	N/A	Quarterly
No. DA referrals for assessment of environmental controls	N/A	Quarterly
Scheduled active bushland management completed	80%	Annual
Volunteer bush regeneration (hours)	>Baseline 2017/18	Annual
Stormwater network renewed/ upgraded in line with Asset Management Plan (m)	TBA	Annual
Beaches with good/very good rating (Beachwatch)	90%	Annual
% of required mitigation activity completed for natural hazards	100%	Annual
% Council energy from renewables	>Baseline 2017/18	Annual
Total Green House Gas emissions by Council	<Baseline 2017/18	Annual
Total water use by Council	<Baseline 2017/18	Annual

## ENVIRONMENTAL COMPLIANCE

### Supporting CSP Goals:

G1 G7 G8 G11

**Business Unit:**  
Environmental Compliance

### Service Information:

This service aims to safeguard public health and safety through regulation and enforcement.

### Ongoing Services and Programs:

- G1 - Investigation and enforcement of illegal land use
- G11 - Maintenance of regular ranger and parking patrols
- G11 - Education programs to promote food safety
- G11 - Provision of fire safety inspections
- G7 - Certification services (buildings and swimming pool barriers)
- G11 - Delivering public health programs including inspection of skin penetration premises, water cooling towers and food premises
- G8 - Investigation of complaints in relation to pollution, noise, parking, companion animals and abandoned articles
- G11 - Patrolling off and on-leash dog areas
- G11 - Provision of compliance advice and education initiatives, including food safety seminars and advice to dog owners
- G8 - Companion animal management, monitoring and education

### Measures:

Performance Measures	Target	Frequency
Critical and high risk retail food premises inspections completed, in line with schedule	100%	Quarterly/ Annual

Performance Measures	Target	Frequency
Critical and high risk public health inspections completed, in line with schedule	100%	Quarterly/ Annual
% retail food premises rated as a high or critical risk	<Baseline 2018/19	Annual

Satisfaction Measures	Target *	Frequency
Food safety standards of retail food outlets	3.81	Annual
Companion animal management (including dogs)	3.30	Annual
Litter control and rubbish dumping	3.47	Annual
Environmental protection and regulation	3.34	Annual

\* Mean score out of 5

### Income and Expenditure – Environmental Compliance:

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	1,600	1,475	1,329
User Charges & Fees	2,106	2,149	2,198
Interest & Investment Revenues	-	-	-
Other Revenues	9,673	9,871	10,096
Grants & Contributions - Operating Purposes	-	-	-
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>13,379</b>	<b>13,495</b>	<b>13,623</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(9,109)	(9,142)	(9,176)
Borrowing Costs	-	-	-
Materials & Contracts	(2,017)	(2,054)	(2,096)
Depreciation & Amortisation	(105)	(107)	(110)
Other Expenses	(86)	(88)	(90)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(995)	(1,016)	(1,039)
Overhead Allocation	(1,066)	(1,088)	(1,112)
<b>Total Expenses from Continuing Operations</b>	<b>(13,379)</b>	<b>(13,495)</b>	<b>(13,623)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

## GOVERNANCE AND ASSURANCE SERVICES

### Supporting CSP Goals:

**G19** **G20** **G21** **G22**

### Business Units (BU):

Governance and Risk (G&R), General Counsel (GC) and Office of Integrity and Complaints Resolution (OICR)

### Service Information:

These services provide an integrated approach to organisational integrity, ethics and accountability and support local democracy and transparency through business assurance measures.

### Ongoing Services and Programs:

- G19** - Provision of Corporate Governance, Council Meetings and Reports
- G19** - Enterprise Risk Management
- G19** - Management of Business Continuity Planning
- G19** - Provision of Legal Services
- G19** - Provision of Internal Audit Services
- G21** - Provision of administrative support to Councillors
- G21** - Management of complaints and investigations
- G20** - Provision of organisational Code of Conduct training

### Operational Projects:

CSP Goal	Projects	BU	2018/19	2019/20	2020/21
<b>G19</b>	Design and delivery of a comprehensive Enterprise Risk and Opportunity Management (EROM) framework	G&R	X		

CSP Goal	Projects	BU	2018/19	2019/20	2020/21
<b>G19</b>	Provide an Internal Audit program that is fully aligned with the Enterprise Risk and Opportunity Management (EROM) framework and is responsive to key strategic risks	G&R	X		
<b>G20</b>	Design, development, implementation and integration of a tailored Business Continuity and Incident Management program	G&R		X	
<b>G21</b> <b>G22</b>	Maintain and coordinate the committees framework and register, including the provision of support to establish and manage committees and joint external stakeholder groups	G&R	X		
<b>G20</b>	Develop and implement relevant Codes, Protocols and Guidelines, e.g. Code of Meeting Practice	G&R		X	
<b>G19</b>	Coordinate the development and review of an integrated policy framework and maintain Council's Policy Register.	G&R	X		
<b>G19</b>	Establish a number of key policies i.e. Code of Conduct, Public Interest Disclosures (PID) and Assisted Communication Policy (ACP)	OICR		X	
<b>G20</b>	Develop and implement a technology platform to enable enhanced complaints management workflows and detailed reporting	OICR	X	X	
<b>G20</b>	Develop and facilitate Code of Conduct training to Councillors and Council staff	OICR	X	X	X
<b>G20</b>	Establish a feedback framework for internal and external customers to measure the quality of OICR's complaint handling capability	OICR		X	
<b>G20</b>	Establish online customer information including FAQs relating to complaints handling	OICR		X	
<b>G20</b>	Deliver on initiatives identified in the OICR three year strategic plan	OICR	X	X	X

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CSP Goal	Projects	BU	2018/19	2019/20	2020/21
G20	Establish a detailed complaints reporting framework for the Audit, Risk and Improvement Committee (ARIC)	OICR		X	

Measures:

Performance Measures	Target	Frequency
Council meeting minutes finalised and published within three working days of meetings	95%	Quarterly
Council's compliance with Governance Framework to meet Governance statutory requirements	100%	Quarterly
Number of Complaints	N/A	Annual
Number of Compliments	N/A	Annual
Enterprise risk registers reviewed and current	100%	Annual
Internal audits undertaken in line with strategic Internal Audit Plan	80%	Annual

Satisfaction Measures	Target *	Frequency
Lobbying on behalf of the community	2.98	Annual

\* Mean score out of 5

Income and Expenditure – Governance and Assurance:

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	11,866	12,042	13,774
User Charges & Fees	10	10	10
Interest & Investment Revenues	-	-	-
Other Revenues	-	-	-
Grants & Contributions - Operating Purposes	-	-	-
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>11,875</b>	<b>12,052</b>	<b>13,785</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(3,441)	(3,453)	(3,466)
Borrowing Costs	-	-	-
Materials & Contracts	(4,210)	(4,287)	(5,909)
Depreciation & Amortisation	(34)	(34)	(35)
Other Expenses	(2,959)	(3,019)	(3,088)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(136)	(138)	(142)
Overhead Allocation	(1,097)	(1,120)	(1,145)
<b>Total Expenses from Continuing Operations</b>	<b>(11,875)</b>	<b>(12,052)</b>	<b>(13,785)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

## KIMBRIKI RESOURCE RECOVERY CENTRE

Supporting CSP Goals:

**G4** **G6**

**Business Units:**

Waste Management and Cleansing and Capital Projects

**Service Information:**

This facility aims to deliver long term reliable, responsible and sustainable waste management and recycling services to Council and the local community.

**Ongoing Services and Programs:**

- G4** - Operation of Kimbriki landfill and recycling facility
- G6** – Education via Eco-House

**Operational Projects:**

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G4</b>	Review site operations and develop new business plan consistent with Council's vision for the site	X		
<b>G6</b>	Research and development for improved resource recovery		X	

**Capital Projects:**

CSP Goal	Capital Projects	2018/19	2019/20	2020/21
	<b>Kimbriki improvements</b>			
<b>G4</b>	Kimbriki high level drain	310,000	490,000	1,840,000
<b>G4</b>	Kimbriki western bund wall on Area 3B	360,000	-	-
<b>G4</b>	Kimbriki landfill cell development Area 4A	4,190,000	1,260,000	320,000
<b>G4</b>	Kimbriki leachate treatment plant	740,000	-	-
<b>G4</b>	Kimbriki gas capture system	110,000	110,000	110,000
<b>G4</b>	Kimbriki cell development Area 4B	30,000	170,000	3,370,000

CSP Goal	Capital Projects	2018/19	2019/20	2020/21
<b>G4</b>	Kimbriki landfill resource recovery facility	200,000	-	-
<b>G4</b>	Kimbriki vehicles	200,000	200,000	200,000
<b>G4</b>	Kimbriki renewal program	500,000	530,000	550,000
<b>G4</b>	Kimbriki other	60,000	260,000	70,000
<b>G4</b>	Kimbriki Road, Terrey Hills - access road	-	-	1,000,000

**Measures:**

Performance Measures	Target	Frequency
Total waste diverted from landfill	79%	Quarterly/Annual
Domestic dry waste diverted onsite from landfill	10%	Quarterly/Annual
Compliance with environmental requirements	100%	Annual

**Income and Expenditure – Kimbriki Resource Recovery Centre:**

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	-	-	-
User Charges & Fees	33,704	34,395	35,179
Interest & Investment Revenues	97	99	101
Other Revenues	2,823	2,881	2,947
Grants & Contributions - Operating Purposes	-	-	-
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>36,625</b>	<b>37,375</b>	<b>38,228</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(5,458)	(5,584)	(5,712)
Borrowing Costs	(1,113)	(1,225)	(1,298)
Materials & Contracts	(13,654)	(13,934)	(14,252)
Depreciation & Amortisation	(1,730)	(1,766)	(1,806)
Other Expenses	(11,737)	(11,978)	(12,251)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	-	-	-
Overhead Allocation	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>(33,693)</b>	<b>(34,486)</b>	<b>(35,319)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>2,931</b>	<b>2,889</b>	<b>2,908</b>

## LIBRARY SERVICES

### Supporting CSP Goals:

**G9** **G12** **G18**

### Business Units:

Library Services and Property

### Service Information:

Council offers library services to the community that extends beyond book borrowings to include provision of reading spaces, study facilities, recreation, research, and community activities.

### Ongoing Services and Programs:

**G9** - Operation of library services at Glen Street – Belrose, Dee Why, Forestville, Mona Vale, Manly and Warringah Mall

**G12** - Supporting five community libraries

**G18** - Book, audio and DVD collections management

**G18** - On-line collection and digital information databases management

**G9** - Provision of Home Library service for people with mobility restrictions

**G12** - Focus on youth engagement and activities

**G12** - Volunteering opportunities across the various disciplines in the service

**G12** - Provision of programs, resources and services that are inclusive and accessible across all age groups

### Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G18</b>	Single library management system for customers to improve and increase access to all library loanable items and services across the Northern Beaches public libraries	X		

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G9</b>	Modernise library spaces and identify opportunities to increase the number of spaces available in line with customer demand	X	X	X
<b>G18</b>	Implement a single library card to access all library services across the Northern Beaches public libraries	X		
<b>G12</b>	Implement the 'Tiny Doors' project as part of the Youth Opportunities Grant 2017/18	X		
<b>G9</b>	Implement new library opening hours to improve consistency and access to the service	X		
<b>G12</b>	Increase the reach of the Home Library service		X	X
<b>G9</b>	Increase engagement with youth through a range of programs and activities	X	X	X
<b>G9</b>	Increase volunteering opportunities across the service	X	X	X
<b>G18</b>	Implement consistent loan and security processes across the public library service	X	X	
<b>G18</b>	Implement on-line customer suggestion and feedback process across all the public libraries to improve service delivery	X		
<b>G18</b>	Review and improve eServices for library customers in line with customer needs and demands	X	X	X
<b>G18</b>	Digitisation of the Local Studies collection		X	X
<b>G9</b>	Improve and expand the range of library programs in line with customer needs and demands (DIAP Groups, including Outreach programs)		X	X

### Capital Projects:

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
<b>Community Space and Learning</b>				
<b>G12</b>	New Library Books	100,000	-	-
<b>G18</b>	New Library Technology	310,000	50,000	50,000
<b>G12</b>	Replacement of Library Books	934,704	1,046,495	1,067,425
<b>Library Upgrades</b>				
<b>G9</b>	Mona Vale Library upgrades and new works	100,000	-	-
<b>G9</b>	Library buildings works program	-	175,000	175,000



**Income and Expenditure – Library Services:**

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	9,645	9,727	9,817
User Charges & Fees	263	269	275
Interest & Investment Revenues	-	-	-
Other Revenues	177	180	184
Grants & Contributions - Operating Purposes	180	184	188
Grants & Contributions - Capital Purposes	470	479	490
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>10,735</b>	<b>10,839</b>	<b>10,954</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(6,752)	(6,776)	(6,801)
Borrowing Costs	-	-	-
Materials & Contracts	(1,001)	(1,019)	(1,040)
Depreciation & Amortisation	(1,546)	(1,578)	(1,614)
Other Expenses	(345)	(352)	(360)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(161)	(164)	(168)
Overhead Allocation	(930)	(949)	(970)
<b>Total Expenses from Continuing Operations</b>	<b>(10,735)</b>	<b>(10,839)</b>	<b>(10,954)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
G9	Manly Library renewal works	401,000	-	-
G9	Forestville Library renewal works	-	325,000	-

**Measures:**

Performance Measures	Target	Frequency
No. library memberships	>Baseline 2017/18	Quarterly
No. youth memberships	>Baseline 2017/18	Quarterly
No. of visits to libraries and library programs	>Baseline 2017/18	Annual
No. participating in library youth activities	>Baseline 2017/18	Annual
No. public computers	>Baseline 2017/18	Annual

Satisfaction Measures	Target *	Frequency
Library services	4.06	Annual

\* Mean score out of 5

## PARKS AND RECREATION

### Supporting CSP Goals:

**G4** **G5** **G8** **G9** **G11** **G13** **G22**

### Business Units:

Parks and Recreation, Property and Capital Projects

### Service Information:

This service provides a wide range of quality open space and recreation facilities including beach safety education programs and initiatives.

### Ongoing Services and Programs:

**G9** - Open space management and coordination of bookings of sportsfields and facilities

**G11** - Provision of professional beach lifeguard service

**G9** - Management of parks, reserves, playgrounds, beaches and foreshores (including rockpools)

**G9** - Management of regional venues such as Manly Dam and Narrabeen Lagoon State Park

**G5** - Tree management (trees on public land as well as requests for pruning or removal of trees on private land)

**G22** - Administration of Sports Club Capital Assistance Program

**G9** - Development of strategies, policies and plans in regards to sports, recreation and open space

### Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G5</b> <b>G9</b>	Develop a Mountain Bike Strategy	X		
<b>G13</b> <b>G22</b>	Develop the Parks and Recreation website to ensure user friendly access to information	X	X	X
<b>G13</b> <b>G22</b>	Implement a new working on reserves permit process		X	

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G5</b>	Implement a new integrated private tree application processes	X		
<b>G13</b> <b>G22</b>	Develop a new online booking and payment system		X	X
<b>G22</b>	Develop and implement a system for measuring customer experience for Parks and Recreation	X	X	X
<b>G9</b> <b>G22</b>	Implement a sports field wet weather tool		X	
<b>G8</b>	Develop and Implement Operational Plans for Manly Oval and North Narrabeen Reserve including Pittwater Rugby Park	X		
<b>G9</b>	Develop an Open Space Strategy (including for Playgrounds)	X		
<b>G11</b>	Implement recommendations from the review of Beach Lifesaving services	X		
<b>G8</b>	Develop Masterplans – Little Manly, Clontarf Beach and Terrey Hills Oval	X		
<b>G5</b>	Implement integrated Urban Tree Policy and Strategies		X	
<b>G5</b>	Implement a tree planting program	X	X	X
<b>G5</b>	Implement proactive tree maintenance program that aims to reduce risk of public tree failure	X	X	X

### Capital Projects:

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
	<b>Sportsgrounds improvements</b>			
<b>G8</b> <b>G9</b>	Forestville War Memorial playing fields masterplan implementation	500,000	-	-
<b>G8</b>	Sports Club Capital Assistance Program	100,000	100,000	100,000
<b>G8</b> <b>G9</b>	Sportsgrounds - new and upgrades	1,100,000	200,000	250,000
<b>G8</b> <b>G9</b>	Sportsfield renewal program	2,630,000	2,435,000	1,900,000
<b>G8</b> <b>G9</b>	Synthetic sportsground conversion	-	100,000	3,400,000

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
G4 G8	Long Reef Surf Life Saving Club new building works	200,000	300,000	-
G5	Dinghy storage new	80,000	50,000	50,000
G5	Dinghy storage replacement of racks	40,000	40,000	40,000
	<b>Recreational trails</b>			
G4 G5	Recreational Trails - new and upgrades	-	330,000	20,000
G5	Recreational trails renewal program	300,000	205,000	130,000
G4 G5	Narrabeen Lagoon Trail - aquatic boardwalk	500,000	-	-

**Measures:**

Performance Measures	Target	Frequency
Number of preventative actions by professional lifeguards on patrolled beaches	N/A	Quarterly/ Annual
Rockpools cleaned weekly during summer season and every two weeks outside of summer	95%	Quarterly/ Annual
Sportsfields mowed weekly in summer playing season and monthly in winter	95%	Quarterly/ Annual
Net change in street tree numbers	Increase	Annual
Increased availability of sportsfields out of school hours as a result of improvement works (playing hours)	Increase	Annual

Satisfaction Measures	Target *	Frequency
Provision of lifeguards on beaches	4.43	Annual
Parks and recreation areas (including playgrounds)	3.87	Annual
Sporting fields and amenities	3.58	Annual
Management of trees	3.30	Annual
Trails and tracks	3.69	Annual
Keeping town centres and villages vibrant (e.g. activities, mixed uses, landscaping).	3.43	Annual
Wharves and boat ramps	3.38	Annual

\* Mean score out of 5

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
G9	Brookvale Oval upgrade	-	1,350,000	-
G8 G9	Connecting all Through Play - Active Play	1,992,500	1,109,000	-
	<b>Playground improvements</b>			
G8 G9	Connecting all Through Play - Inclusive Play	3,900,000	-	-
G8 G9	Allambie Oval - new playground and multi-use court	260,000	-	-
G8 G9	Parkes Road - playground and pathway lighting	-	200,000	-
G8 G9	Playgrounds - new and upgrades	-	270,000	-
G8 G9	Playground renewal program	564,000	690,000	820,000
	<b>Town centre and village upgrades</b>			
G5 G9	Dee Why Town Square Upgrade	-	50,000	100,000
G5	Town and Village Enhancements (Pittwater)	140,000	-	-
	<b>Reserves and Parks improvements</b>			
G8 G9	Glen Street masterplan implementation	3,848,000	2,778,000	-
G8 G9	Youth facilities	200,000	200,000	200,000
G8 G9	Reserves - new and upgrades	120,000	320,000	250,000
G8 G9	North Curl Curl youth facility	-	-	100,000
G8 G9	Reserves renewal program	240,000	491,795	463,590
G8 G9	Freshwater Beach masterplan implementation	-	150,000	1,500,000
G8 G9	Warriewood Valley - public space and recreation	1,450,000	-	1,585,525
	<b>Foreshore and Building improvements</b>			
G5	Foreshores renewal program	1,039,903	425,000	770,000
G5	Foreshores - new and upgrades	350,000	820,000	550,000
G5	Rockpool renewal program	750,000	375,000	725,000
G4 G8	Mona Vale Surf Life Saving Club new building works	400,000	1,000,000	400,000

**Income and Expenditure – Parks and Recreation:**

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	32,740	33,434	34,102
User Charges & Fees	1,903	1,942	1,986
Interest & Investment Revenues	-	-	-
Other Revenues	179	182	186
Grants & Contributions - Operating Purposes	30	31	31
Grants & Contributions - Capital Purposes	175	179	183
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>35,027</b>	<b>35,767</b>	<b>36,489</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(11,574)	(11,616)	(11,659)
Borrowing Costs	-	-	-
Materials & Contracts	(12,861)	(13,171)	(13,477)
Depreciation & Amortisation	(5,086)	(5,362)	(5,607)
Other Expenses	(458)	(468)	(479)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(1,458)	(1,488)	(1,522)
Overhead Allocation	(3,589)	(3,662)	(3,746)
<b>Total Expenses from Continuing Operations</b>	<b>(35,027)</b>	<b>(35,767)</b>	<b>(36,489)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

## PROPERTY AND FACILITIES

### Supporting CSP Goals:



### Business Unit: Property

### Service Information:

This service manages and maintains Council properties and buildings including the two Aquatic Centres.

### Ongoing Services and Programs:

**G9** - Operation of Manly Andrew Boy Charlton Aquatic Centre and Warringah Aquatic Centre

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

**G5** - Asset planning, design and delivery of new Council buildings and community facilities

**G19** - Maintenance and cleaning of Council buildings and public amenities

**G9** - Oversight of Sydney Lakeside Holiday Park and Currawong holiday accommodation

**G8** - Cemeteries management and maintenance

**G19** - Management of Council lands

**G11** - Management and monitoring of outdoor dining

### Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G8</b>	Beach Building Works Program including major works at Mona Vale SLSC, Long Reef SLSC and the Narrabeen Swimming Club	X		

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G8</b>	Community Building Works Program including the development of a new Warriewood Valley Community Centre		X	
<b>G9</b>	Sports Buildings Works Program including the creation of a new sports building in Nolan's Reserve and a new sports building in Pittwater Park	X		
<b>G8</b>	Children's Centres Works Program, including a major overhaul of each of the Kangaroo Street Children's Centre, Harbourview and North Harbour Children's centres.		X	
<b>G9</b>	Currawong Cottages and surrounds refurbishment and modernisation	X		
<b>G8</b>	Delivery of a new Creative Arts Space		X	
<b>G9</b>	The purchase of the Pasadena site	X		
<b>G9</b>	The consolidation of District Park sports areas into a centralised lease including a new community sports facility hub.		X	
<b>G19</b>	The review, consolidation and potential transfer of lands to Council from Crown Lands as part of the Crown Land Transfer Program.	X		
<b>G11</b>	Develop a new customer friendly online booking and payment system for outdoor eating, watercraft storage permits, parking etc.	X		
<b>G19</b>	Roll out to facilities team and service contractors of mobile devices with linked application to ensure seamless service delivery.			X
<b>G19</b>	Develop and implement the Buildings Asset Management Plan that advises Council's Capital Expenditure program		X	
<b>G8</b>	Identify Council's top 10 public assets/locations to be accessible	X		
<b>G8</b>	Conduct accessibility audits of Council's public facilities and assets	X		
<b>G8</b>	Implement priority asset improvements	X		



CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
<b>G5</b>	<b>Cemetery Works</b>			
	Cemetery works program	365,000	100,000	100,000

**Measures:**

Performance Measures	Target	Frequency
Learn to Swim attendance	>Baseline 2017/18	Quarterly
Total visitation to swim centres	>Baseline 2017/18	Quarterly/Annual
Occupancy of Council buildings: % utilised by the community	100%	Quarterly

Satisfaction Measures	Target *	Frequency
Condition of public toilets	2.90	Annual
Warringah and Manly Aquatic Centres	3.62	Annual

\* Mean score out of 5

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G19</b>	Work with the Department of Education on the future recreation use of the Manly Warringah War Memorial Park and plans to modernise the Warringah Aquatic Centre	X	X	X

**Capital Projects:**

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
<b>G9</b>	<b>Aquatic Centre improvements</b>			
	Warringah Aquatic Centre renewal works	100,000	80,000	140,000
	Manly 'Andrew Boy Charlton' Aquatic Centre renewal works	120,000	120,000	120,000
<b>G9</b>	<b>Public Amenities improvements</b>			
	Public amenities works program	725,000	1,250,000	1,500,000
	Palm Beach Pavilion renewal works	30,000	170,000	-
<b>G5</b>	<b>Rural Fire Service program</b>			
	Rural Fire Service building works program	100,000	150,000	150,000
<b>G5</b>	Terrey Hills Emergency Services Headquarters design works	100,000	-	-
	<b>Civic building and compliance works</b>			
<b>G5</b>	Disability access compliance works (DDA)	200,000	200,000	200,000
<b>G5</b>	Building Code of Australia compliance works	200,000	200,000	200,000
<b>G9</b>	Operational buildings works program	320,000	300,000	300,000
<b>G9</b>	Sport buildings works program	1,000,000	1,000,000	1,200,000
<b>G9</b>	Beach buildings works program	516,665	700,000	950,000
<b>G5</b>	Currawong Cottages - new cottages, games room and amenities	500,000	850,000	500,000
<b>G8</b>	Pop up cafes and other commercial activity	155,000	-	-
<b>G5</b>	Sydney Lakeside Holiday Park renewal works	287,000	300,000	300,000
<b>G8</b>	Pittwater Golf Driving Range renewal works	100,000	200,000	-

**Income and Expenditure – Property and Facilities:**

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	12,120	12,237	12,379
User Charges & Fees	15,109	15,418	15,770
Interest & Investment Revenues	-	-	-
Other Revenues	11,875	12,118	12,394
Grants & Contributions - Operating Purposes	-	-	-
Grants & Contributions - Capital Purposes	1,143	1,166	1,193
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>40,246</b>	<b>40,939</b>	<b>41,736</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(10,683)	(10,722)	(10,761)
Borrowing Costs	-	-	-
Materials & Contracts	(11,884)	(12,124)	(12,395)
Depreciation & Amortisation	(4,787)	(4,937)	(5,123)
Other Expenses	(7,418)	(7,570)	(7,743)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(902)	(920)	(941)
Overhead Allocation	(4,572)	(4,666)	(4,773)
<b>Total Expenses from Continuing Operations</b>	<b>(40,246)</b>	<b>(40,939)</b>	<b>(41,736)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

## STRATEGIC LAND USE PLANNING

### Supporting CSP Goals:

**G5** **G7** **G8** **G21** **G22**

### Business Unit:

Strategic and Place Planning

### Service Information:

This service involves preparing the long term strategic direction for land use, environmental protection and development within the Northern Beaches.

### Ongoing Services and Programs:

**G5** - Development of land use planning policies to guide development

**G7** - Assessment of Planning Proposals lodged by external parties

**G5** - Management of Local Environment Plans and Development Control Plans

**G7** - Provision of Planning Certificates

**G7** - Preparing and updating contribution plans

**G8** - Ensuring heritage of European, environmental and Aboriginal values in the area

**G8** - Strategic and land use planning including urban design

**G7** - Preparation of Place Plans

**G7** - Preparation of Structure Plans

**G7** - Management of Land Release Areas

**G22** - Advocates for local community needs with the Greater Sydney Commission, Department of Planning and Environment and other agencies and key stakeholders.

### Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G8</b>	Develop Place Plans for Avalon, Mona Vale and Manly	X	X	
<b>G5</b>	Structure Planning and Rezoning - Ingleside - to deliver a new sustainable suburb. This will include achieving a Green Star Communities rating.	X		
<b>G5</b>	Precinct Planning - Frenchs Forest - to deliver a sustainable town centre and precinct. This will include achieving a Green Star Communities rating.	X	X	
<b>G7</b>	Develop an Aquatic Reserve Masterplan which includes the development of a state of the art education and recreation precinct.	X		
<b>G7</b>	Structure Planning and Rezoning - Brookvale - to deliver revitalisation to Brookvale town centre.	X		
<b>G7</b>	Implement the Pittwater Waterway Review.	X		
<b>G5</b> <b>G21</b>	Undertake Northern Beaches Strategic Land Use Planning Study	X	X	
<b>G5</b>	Prepare Northern Beaches Local Environmental Plan			X
<b>G5</b> <b>G7</b>	Implement an Affordable Housing policy	X		
<b>G5</b>	Review and update DCPs to make provisions for 10% adaptable housing for new medium and high density developments		X	

### Measures:

Performance Measures	Target	Frequency
Planning Proposals assessed within 90 days (from lodgement to submitting report to IHAP)	100%	Annual
Satisfaction measures	Target *	Frequency
Managing development (land use planning)	2.83	Annual

\* Mean score out of 5

**Income and Expenditure – Strategic Land Use Planning:**

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	4,955	4,997	5,043
User Charges & Fees	1,267	1,293	1,323
Interest & Investment Revenues	-	-	-
Other Revenues	-	-	-
Grants & Contributions - Operating Purposes	207	211	216
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>6,429</b>	<b>6,501</b>	<b>6,582</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(3,391)	(3,403)	(3,415)
Borrowing Costs	-	-	-
Materials & Contracts	(1,144)	(1,165)	(1,189)
Depreciation & Amortisation	(33)	(34)	(34)
Other Expenses	(888)	(907)	(927)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(259)	(264)	(270)
Overhead Allocation	(715)	(729)	(746)
<b>Total Expenses from Continuing Operations</b>	<b>(6,429)</b>	<b>(6,501)</b>	<b>(6,582)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

# TRANSPORT, TRAFFIC AND ACTIVE TRAVEL

## Supporting CSP Goals:

**G6** **G13** **G16** **G17** **G22**

## Business Units:

Transport and Civil Infrastructure and Capital Projects

## Service Information:

This service provides planning, maintenance and renewal of road pavements, kerbs, traffic facilities, parking, retaining walls, bridges, signage, bus shelters, cycleways and footpaths.

## Ongoing Services and Programs:

- G16** - Planning and delivery of road related infrastructure projects
- G16** - Maintenance and renewal of road related infrastructure assets
- G17** - Maintenance and renewal of car parking facilities and management and supply of public parking
- G17** - Management of beach reserve car parks
- G17** - Planning and delivery of shared walking/cycling paths and provision of bike storage facilities
- G16** - Traffic management of local roads and installation of traffic facilities
- G16** - Management of wharves, jetties and tidal pools
- G17** - Develop and implement effective road safety campaigns and programs to improve road safety for all road users
- G22** - Lobby and work with all levels of Government to improve public transport and coordinate road network planning

## Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G13</b> <b>G17</b> <b>G22</b>	Develop a Northern Beaches Transport Strategy	X		
<b>G17</b>	Develop a Northern Beaches Parking Plan		X	
<b>G16</b>	Review Accessible Parking Provision	X		
<b>G13</b> <b>G17</b>	Develop a Public Transport Plan			X
<b>G17</b>	Develop a Northern Beaches Walking Plan	X		
<b>G17</b> <b>G22</b>	Deliver an active to schools initiative to encourage walking and cycling to school in partnership with the Roads and Maritime Service	X	X	
<b>G6</b> <b>G17</b>	Develop Northern Beaches Bike Plan	X		
<b>G17</b> <b>G22</b>	Develop a Northern Beaches Road Safety Plan in partnership with the Roads and Maritime Service		X	
<b>G17</b>	Deliver Cycling Infrastructure Projects and Events			X
<b>G17</b>	Develop and Implement Pedestrian Access and Mobility Plans (PAMP)	X		

## Capital Projects:

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
	<b>Active Travel – cycleways and footpaths</b>			
<b>G17</b>	Footpath new	1,583,750	1,500,000	1,500,000
<b>G17</b>	Footpath renewal	1,213,339	1,242,460	1,271,036
<b>G17</b>	Connecting Communities footpaths program	3,939,000	-	-
<b>G17</b>	Bayview to Church Point - timber walkway	65,000	-	-
<b>G17</b>	Connecting Communities cycleways program	4,323,147	4,410,000	-
<b>G17</b>	Bike Plan implementation - new works	130,000	130,000	130,000
<b>G17</b>	Warriewood Valley - pedestrian and cycleway network	133,897	-	293,249
	<b>Road and related infrastructure upgrades</b>			
<b>G16</b>	Road re-sheeting program	6,642,483	6,808,545	6,978,759



Satisfaction Measures			
Parking	Target *	Frequency	
	2.77	Annual	
Traffic management	2.87	Annual	

\* Mean score out of 5

### Income and Expenditure – Transport, Traffic and Active Travel:

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	14,881	15,156	15,404
User Charges & Fees	11,980	12,226	12,504
Interest & Investment Revenues	-	-	-
Other Revenues	952	972	994
Grants & Contributions - Operating Purposes	4,190	4,276	4,373
Grants & Contributions - Capital Purposes	1,223	1,248	1,276
Gains on Disposal of Assets	765	781	798
<b>Total Income from Continuing Operations</b>	<b>33,990</b>	<b>34,657</b>	<b>35,350</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(11,344)	(11,385)	(11,427)
Borrowing Costs	-	-	-
Materials & Contracts	(11,282)	(11,415)	(11,682)
Depreciation & Amortisation	(11,512)	(12,008)	(12,395)
Other Expenses	(5,427)	(5,536)	(5,664)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	9,797	9,998	10,226
Overhead Allocation	(4,222)	(4,309)	(4,407)
<b>Total Expenses from Continuing Operations</b>	<b>(33,990)</b>	<b>(34,657)</b>	<b>(35,350)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>G16</b>	New traffic facilities	600,000	400,000	400,000
<b>G16</b>	Kerb and gutter new	-	500,000	500,000
<b>G16</b>	Scotland Island - roads and drainage improvements	120,000	120,000	120,000
<b>G13</b>	Warriewood Valley – traffic and transport infrastructure	2,068,291	3,677,072	3,756,825
<b>G16</b>	Eramboo, Terrey Hills - new driveway	120,000	-	-
<b>G16</b>	Kerb and gutter renewal	1,358,221	1,392,176	1,426,981
<b>G16</b>	Retaining wall renewal	500,000	300,000	300,000
<b>G16</b>	Car park renewal	619,424	634,909	650,782
<b>G16</b>	Bus stop renewal	96,879	96,879	96,879
<b>G16</b>	Bridge renewal	587,106	89,197	91,248
<b>Plant and Fleet</b>				
<b>G16</b>	Major plant renewal	4,777,512	1,003,572	1,565,868
<b>G16</b>	Light fleet renewal	3,081,445	3,057,064	4,096,993
<b>Wharf upgrades</b>				
<b>G16</b>	Wharves works program	1,467,688	200,000	200,000
<b>Foreshore improvements</b>				
<b>G16</b>	Tidal pools refurbishment	50,775	50,793	50,813

### Measures:

Performance Measures			
Works on schedule for active travel assets	Target	Frequency	
Road renewals program on schedule	100%	Quarterly	
New assets completed for the planned active travel program	100%	Quarterly	
Condition of local roads – pavement condition – rated very good to satisfactory	80%	Annual	
Public transport patronage to city, Chatswood and Macquarie Park	>Baseline 2017/18	Annual	

Satisfaction Measures			
Condition of local roads	Target *	Frequency	
Footpaths	3.04	Annual	
Bike paths	3.16	Annual	
Bus shelters	3.03	Annual	
	3.45	Annual	

## WASTE AND CLEANSING

### Supporting CSP Goals:



### Business Unit:

Waste Management and Cleansing

### Service Information:

This service manages the cleansing of public places including beaches, parks, streets, commercial centres and the removal of dumped rubbish to maintain amenity, public health and safeguard water quality.

### Ongoing Services and Programs:

**G6** - Waste collection, green waste, recycling services, roadside bulky goods collection and e-waste services

**G1** - Provision of public place cleaning, litter control, street sweeping, beach raking and graffiti removal

**G8** - Waste management at events in public places

**G4** - Operation of Kimbriki landfill and recycling facility

**G13** - Waste education programs

### Operational Projects:

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G6</b>	Implement New Domestic Waste Collection Contract		X	
<b>G6</b>	Commence new Waste Processing Contract		X	
<b>G1</b>	Service and infrastructure review – Offshore communities		X	
<b>G6</b>	Service reviews (all services)		X	
<b>G4</b> <b>G8</b>	Implement Waste Strategy	X	X	X

CSP Goal	Projects	2018/19	2019/20	2020/21
<b>G4</b> <b>G8</b>	Implement Event Waste Management Strategy	X		
<b>G4</b>	Waste Education and Behaviour change projects (varied)	X		
<b>G6</b>	Implement Single Use Plastics Strategy	X		
<b>G13</b>	Working with business – responsible waste management	X		
<b>G4</b>	Kimbriki review		X	
<b>G6</b>	Waste/Cleansing plant/ fleet review	X		
<b>G6</b>	Public place Infrastructure review			X

### Capital Projects:

CSP Goal	Capital Projects	2018/19 \$	2019/20 \$	2020/21 \$
	<b>Waste and cleansing</b>			
<b>G4</b>	Clontarf Reserve new recycling station	55,000	-	-
<b>G13</b>	Compactor bins trial	15,000	-	-
<b>G4</b>	Domestic waste bins - bin replacement	19,500,000	-	-

### Measures:

Performance Measures	Target	Frequency
Domestic waste and recycling services: Compliance with schedules	100%	Quarterly
Complaints on domestic waste collection service	<1%	Quarterly
Clean town centres and villages: Compliance with schedules	100%	Quarterly
Domestic waste diverted from landfill	55%	Annual
Domestic waste per capita	< 447kg	Annual
Satisfaction Measures	Target *	Frequency
Domestic waste collection service	4.15	Annual
Household bulky items collections	3.67	Annual
Cleaning of villages and town centres	3.63	Annual

\* Mean score out of 5

**Income and Expenditure – Waste and Cleansing:**

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income from Continuing Operations</b>			
Rates & Annual Charges	58,263	60,463	61,597
User Charges & Fees	654	668	683
Interest & Investment Revenues	49	-	-
Other Revenues	-	-	-
Grants & Contributions - Operating Purposes	714	729	745
Grants & Contributions - Capital Purposes	-	-	-
Gains on Disposal of Assets	-	-	-
<b>Total Income from Continuing Operations</b>	<b>59,681</b>	<b>61,860</b>	<b>63,025</b>
<b>Expenses from Continuing Operations</b>			
Employee Benefits & On-Costs	(7,576)	(7,401)	(7,425)
Borrowing Costs	-	-	-
Materials & Contracts	(46,304)	(47,154)	(48,130)
Depreciation & Amortisation	(565)	(1,961)	(2,006)
Other Expenses	(243)	(248)	(254)
Loss on Disposal of Assets	-	-	-
Share of Interest in Joint Ventures	-	-	-
Internal Charges	(3,328)	(3,396)	(3,474)
Overhead Allocation	(1,664)	(1,698)	(1,737)
<b>Total Expenses from Continuing Operations</b>	<b>(59,681)</b>	<b>(61,860)</b>	<b>(63,025)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>





## Overview

The 2018/19 budget projects total expenditure of \$436.5 million, including a capital works program of \$109.7million. It shows that our financial position is sound, with a projected surplus before capital grants and contributions of \$8.9million.

	2018/19 \$ '000
<b>Income from Continuing Operations</b>	
Rates and Annual Charges	210,047
User Charges and Fees	79,212
Interest and Investment Revenues	5,748
Other Revenues	25,279
Grants and Contributions - Operating Purposes	14,744
Grants and Contributions - Capital Purposes	11,910
Gains on Disposal of Assets	765
<b>Total Income from Continuing Operations</b>	<b>347,703</b>
<b>Expenses from Continuing Operations</b>	
Employee Benefits and On-Costs	(134,335)
Borrowing Costs	(3,144)
Materials and Contracts	(118,919)
Depreciation and Amortisation	(34,644)
Other Expenses	(35,807)
<b>Total Expenses from Continuing Operations</b>	<b>(326,849)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>20,854</b>
Minority Interests	(93)
Surplus/(Deficit) attributable to Council	20,761
<b>Surplus/(Deficit) before Capital Grants and Contributions</b>	<b>8,944</b>

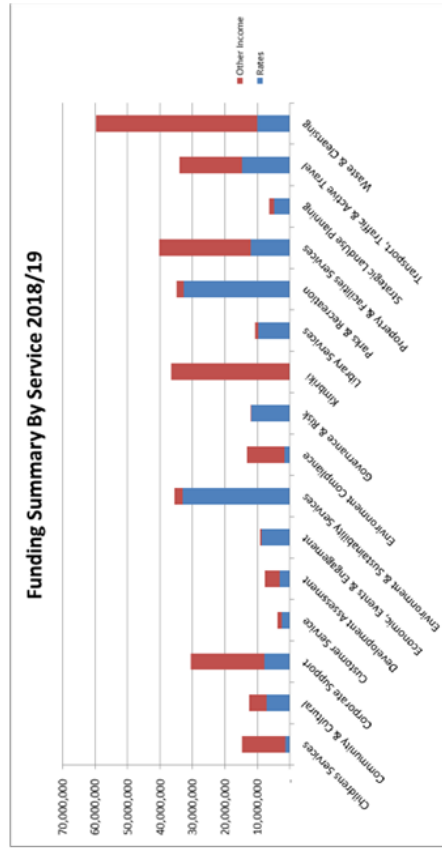
## Definition of Funding Sources

- **Rates and annual charges** – Property-based tax levied on the owners of properties to fund the provision of local services. Annual charges refer to the cost of providing the domestic waste collection service which is also levied on property owners.
- **User charges and fees** – Includes charges levied for the use of our facilities and services, for example entrance fees to the Manly (Boy Charlton) Aquatic Centre, Childcare Fees and Venue Hire.
- **Interest and investment revenues** – Interest earned on monies invested
- **Other revenues** – Other revenues include rebates, merchandise, events, food and beverage sales, sponsorship, lease and sundry income.
- **Grants and contributions – operating purposes** – Monies received from state, federal and community sources for the purpose of funding ongoing programs and positions within the organisation such as the Financial Assistance Grant.
- **Grants and contributions – capital purposes** – Monies received from state, federal and community sources to fund capital works including developer contributions.
- **Gains on sale of assets** – Surplus from the disposal of assets such as land and buildings, vehicles, plant and equipment.

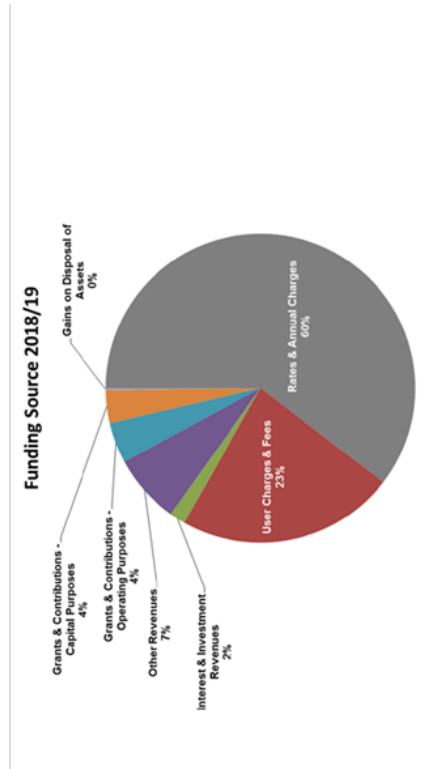


## Funding Summary – Fully Costed Services

The following shows the breakdown of funding source by rates and other sources for each of Council's services:

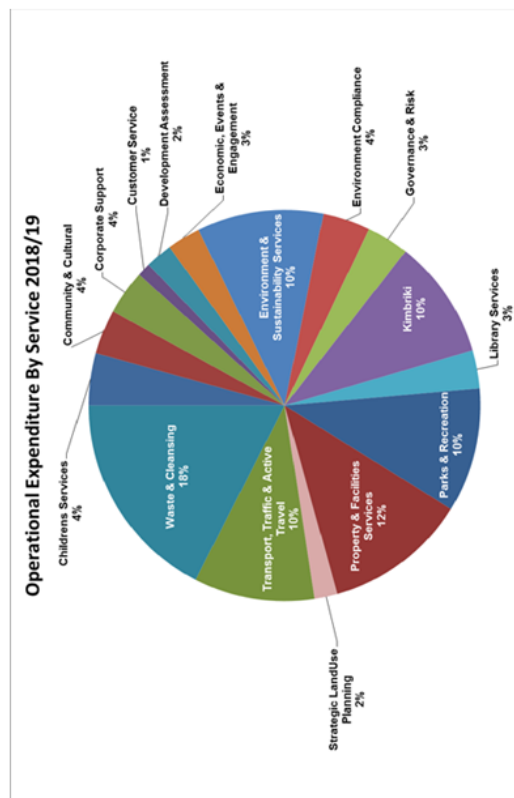


The following shows the breakdown of Council's Total Income from Continuing Operations by funding source:



## Operational Expenditure Summary – Fully Costed Services

The following shows the breakdown of Council's operating expenditure by service:



## Council's Revenue Policy

### Rating Structure

The total income that can be raised from levying rates on property is capped by the State Government based on a determination by the Independent Pricing and Regulatory Tribunal (IPART). IPART determined that general income from rates in 2018/19 may be increased by a maximum of 2.3%:

In accordance with the *Local Government (Council Amalgamations) Proclamation* 2016 the current rate structure including category and sub-categories of the former Manly, Pittwater and Warringah local government areas will be maintained and rate assessments will be based entirely upon property valuations (ad valorem) but with minimum rates applying where appropriate. Rates for 2018/19 will be assessed on land values having a date of 1 July 2016.

The increase allowed by IPART relates to general income in total and not to individual ratepayers' rates. Individual rates are also affected by other factors such as land valuations. As such rates for individual ratepayers may vary by more or less than the percentage allowable depending on how an individual ratepayers' land valuation has changed in a particular year compared to the land values of other ratepayers.

Rating of land for the Northern Beaches Council is based on the rating structure of the former Manly, Pittwater and Warringah local government areas. The ad valorem rate, the minimum rate and anticipated revenue for residential, business and business subcategories in the former Manly, Pittwater and Warringah local government areas is as follows:

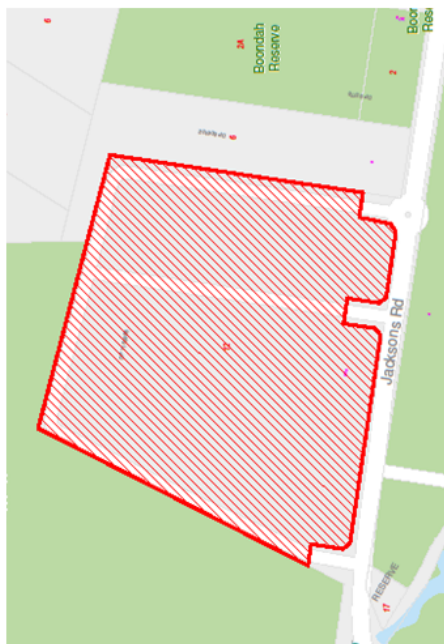
**Table 1: Rating Structure for the former Manly local government area**

Type	Category/Subcategory	Number	Ad Valorem Rate	Minimum \$	Rate Income \$
Ordinary	Residential	17,641	0.119329	816.78	23,394,218
Ordinary	Business – Manly CBD	623	0.621130	1,066.48	3,703,373
Ordinary	Business – other	526	0.347631	1,066.48	1,672,533
Special	Manly Business Centre Improvement	623	0.212361		1,223,374
Special	Balgowlah Business Centre Improvement	84	0.141270		83,637
		<b>19,497</b>			<b>30,077,135</b>

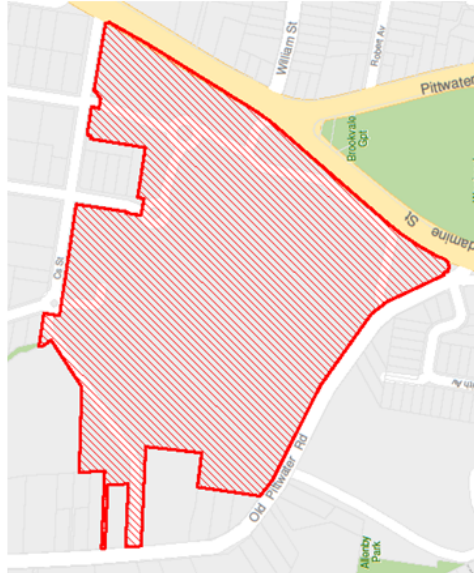
**Table 2: Rating Structure for the former Pittwater local government area**

Type	Category/Subcategory	Number	Ad Valorem Rate	Minimum \$	Rate Income \$
Ordinary	Residential	23,322	0.158200	884.00	37,336,804
Ordinary	Business	1,898	0.358700	1,129.00	4,420,646
Ordinary	Business - Warriewood Square	1	0.389300		92,653
Ordinary	Farmland	7	0.061799	884.00	15,586
		<b>25,228</b>			<b>41,865,689</b>

For rating purposes, land in the former Pittwater Council is categorised as residential, farmland or business. The business category has a further sub category of Warriewood Square. Properties covered by the Warriewood Square Sub-Category are shown in this map:



For rating purposes, land in the former Warringah Council is categorised as residential or business. The business category has a further two sub-categories – Warringah Mall Regional Shopping Centre Sub-Category and Strata Storage Units Sub-Category. Properties covered by the Warringah Mall Regional Shopping Centre Sub-Category are shown in this map:



## Special Rate Variations/Levies

### Environmental Works Program – Former Manly Local Government Area

The Environmental component of the rates was endorsed at a referendum held in conjunction with the Local Government elections in September 1999. The Environmental Rate Component funds projects identified in various Plans of Management, and studies for environmental protection, rehabilitation and education projects.

Council plans to continue to undertake a program of critical environmental works during the year. The net proceeds of the Environment Levy from General Purpose Rates (approximately \$1million including interest and after pensioner rebates) are to be expended on priority works which:

Table 3: Rating Structure for the former Warringah local government area

Type	Category/Subcategory	Number	Ad Valorem Rate	Minimum \$	Rate Income \$
Ordinary	Residential	53,149	0.152721	970.93	73,826,446
Ordinary	Business	3,913	0.560496	1,246.55	16,335,522
Ordinary	Business – Warringah Mall	1	0.999207		814,353
Ordinary	Ordinary Business – Strata Storage Units	229	0.677247	571.75	130,931
		<b>57,292</b>			<b>91,107,252</b>



- Include visible environmental improvements (particularly water quality);
- Achieve significant outcomes in each 12 month period;
- Provide environmental benefits across the whole of the former Manly local government area.

Further, the former Manly Council added an additional criterion addressing ongoing maintenance liabilities:

*"That ongoing maintenance of new environment levy capital works projects be recognised as a legitimate charge against the levy and that up to 10% of the levy revenue be allocated for this purpose annually."*

The proposed expenditure of the special rate in 2018/19 is detailed below:

Bush regeneration	\$280,552
Coast and waterway management	\$185,210
Environmental sustainability and education	\$131,842
Natural hazards management	\$62,430
Biodiversity management	\$161,348
Employee costs related to the programs	\$208,150
Total	\$1,029,532

### Special Rate: Manly Business Centre Improvement - Former Manly Local Government Area

This special rate is for the provision of ongoing and proposed capital and maintenance works, including the Manly Business Centre, The Corso and Ocean Beach Front. It is proposed to fully expend the special rate income of \$1,223,374 during the financial year.

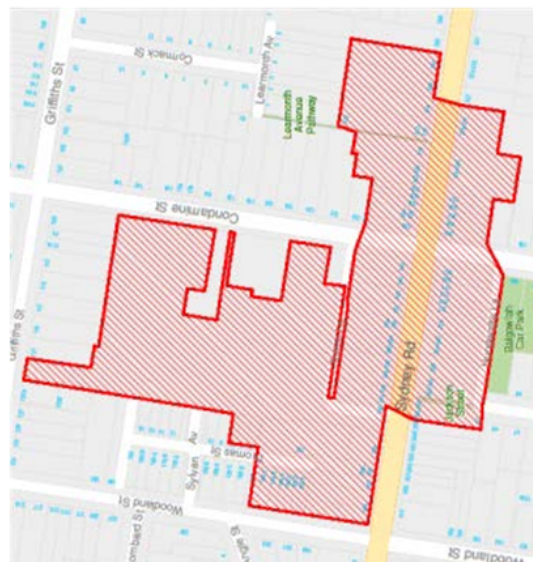
Properties covered by the Manly CBD Business Rate and Manly Business Centre Improvement Special rate are shown in this map:



### Special Rate: Balgowlah Business Centre Improvement - Former Manly Local Government Area

This special rate is for the provision of ongoing and proposed capital and maintenance works, including the off-street car parks in Condamine Street.

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



### Special Rate: Improvement Program - Former Pittwater Local Government Area

In June 2011 the Independent Pricing and Regulatory Tribunal (IPART) approved the former Pittwater Council's application for a special rate variation (SRV).

This resulted in an increase in rates over three years (2011-2014) and generating approximately \$39 million in funds for infrastructure works and environmental programs over a 10 year period.

A Community Contract was established to ensure accountability and transparency. The SRV is levied and spent on the basis of the Community Contract's following principles:

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

## Domestic Waste Management Charge

Domestic Waste Management (DWM) Services is provided to all residential properties in the local government area. The service/charge for individual residential properties reflects where the property is located in the former Manly, Pittwater or Warringah local government areas. The charges are as follows:

**Table 4: Premises in the former Manly local government area**

Description	2018/19 Charge/Fee \$	Income \$
Availability charge - Vacant Land	187	748
Domestic Waste Management Service (first or additional garbage bins)	536	10,059,648
Clean up – exceed 2 services and/or 3m3 capacity	102	25,500
Supply of additional vegetation recycling bin	102	5,100
<b>Total Income</b>		<b>10,090,996</b>

**Table 5: Premises in the former Pittwater local government area**

Service	2018/19 Charge/Fee \$	Income \$
Availability charge - Vacant Land	123	36,900
Availability charge - premises using private collection	123	103,566
Domestic Waste Management Service (including offshore)	518	12,515,996
Retirement Villages	405	187,110
Supply of additional vegetation recycling bin	102	5,100
<b>Total Income</b>		<b>12,848,672</b>

**Table 6: Premises in the former Warringah local government area**

Service	2018/19 Charge/Fee \$	Income \$
Availability charge - Vacant Land	95	47,025
Per 80 litre garbage bin (first or additional garbage bins)	389	13,954,986
Per 120 litre garbage bin (first or additional garbage bins)	581	12,488,595
Service Increase Fee - applies when delivering a larger capacity or additional bin, compared to base 80 litre service or existing service level	26	N/A
Supply of additional vegetation recycling bin	102	36,822
<b>Total Income</b>		<b>26,527,428</b>

## Rate Reduction for Eligible Pensioners

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

Eligible pensioners are also granted an additional voluntary rebate under policies of the former Manly, Pittwater or Warringah Councils. The additional rebate available to eligible pensioners is determined based on these policies, where they reside and the rebate is as follows:

- Manly local government area - an additional rebate of between \$20 and \$30 for the environmental rate levy
- Pittwater local government area - an additional rebate up to \$150 for pensioners under the accepted retirement age
- Warringah local government area - an additional rebate of \$47.60 for waste management for eligible pensioners and \$150 on rates to eligible pensioners under the accepted retirement age, and certain classes of pensioners who have reached the accepted retirement age

## Works On Private Land

Council may carry out work on private land, either on request or agreement with the owner of the land, or under relevant legislation. The amount or rate to be charged will be the appropriate commercial rate – the actual cost of the works and standard on-costs to provide full cost recovery plus a return to Council

## Stormwater Management Services Charge – Former Manly And Pittwater (Only)

This charge only applies to properties in the former Manly and Pittwater local government areas.

A Stormwater Management Services Charge funds additional investigations and activities towards improving stormwater quality, managing stormwater flows and flooding, and harvesting and reusing of stormwater.

The Stormwater Management Services Charge Program is funded by a Stormwater Management Service Charge for the period from 1 July 2007 under the addition of Section 496A to the *Local Government Act 1993* and the Local Government (General) Regulations 2005. It is generally levied on rateable urban land that is categorised for rating purposes as residential or business excluding vacant land. The applicable charges are:

**Table 7: Stormwater management services charges**

Land Category/Dwelling	Charge
Residential – single dwelling	\$25.00
Residential - strata lots	\$12.50
Business	\$25.00 per 350 square metres (or part thereof) for land categorised as business (excluding strata lots)
Business strata lots	\$5.00 or the relevant portion of the maximum annual charge that would apply to the strata scheme if it were a parcel of land subject to the land categorised as business

## Section 611 Charges

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

## Interest Rate on Overdue Rates

Interest charges on unpaid rates and charges will accrue on a daily basis at the rate set by the Office of Local Government of 7.5% for 2018/19 in accordance with Section 566 of the *Local Government Act 1993*.

## External Borrowings

No borrowings are proposed in 2018/19.

## Schedule of Fees and Charges

Fees and charges encompass the following:

- Regulatory functions of the Council under the *Local Government Act* 1993, Chapter 7
- Services provided on an annual basis under s501 e.g. Waste Management Services prescribed by regulation
- Charge for actual use of a service (s502)
- Fees for any service provided (s608)
- Annual charges for use of public places (s611)

The fees and charges reflect our pricing policy and are in a separate booklet.

In determining a pricing structure for 2018/19 and the fees to be charged, the general nature of the types of services, products or commodities have been assessed in relation to current charges, GST and inflationary costs. Pricing structures obtain revenue from particular services, but have regard for the limitations imposed by public accountability issues and community service obligations.

## National Competition Policy – Business Activity

The intent of the National Competition Policy is to apply Competitive Neutrality principles to business activities conducted by councils. The principle of competitive neutrality is based on the concept of the 'level playing field' and essentially means that Council should operate without net competitive advantages over other businesses as a result of its public ownership.

- Category 1 Businesses – are those with total revenue over \$2 million.
- Category 2 Businesses – are those with total revenue of less than \$2 million

Council has determined the following are Category 1 and 2 Businesses:

Business Activity	NCP Category
Children's Services	1
Glen Street Theatre	1
Kimbriki Environmental Enterprises Pty Ltd	1
Parking Stations	1
Sydney Lakeside Caravan Park	1
Aquatic Centres	1
Certification Services	2

# Financial Statements

## Income Statement

	2017 CSP*		2018/19	2018/19	2019/20	2020/21
	2017/18	2018/19	\$ '000	\$ '000	\$ '000	\$ '000
<b>Income from Continuing Operations</b>						
Rates & Annual Charges	210,179	214,908	210,047	214,689	219,712	
User Charges & Fees	79,725	81,409	79,212	80,835	82,678	
Interest & Investment Revenues	4,712	6,079	5,748	5,150	4,596	
Other Revenues	22,802	23,283	25,279	25,797	26,385	
Grants & Contributions - Operating Purposes	12,395	16,110	14,744	14,961	14,987	
Grants & Contributions - Capital Purposes	20,858	21,346	11,910	12,154	12,431	
Gains on Disposal of Assets	500	511	765	781	798	
<b>Total Income from Continuing Operations</b>	<b>351,171</b>	<b>363,646</b>	<b>347,703</b>	<b>354,367</b>	<b>361,588</b>	
<b>Expenses from Continuing Operations</b>						
Employee Benefits & On-Costs	(130,786)	(133,995)	(134,335)	(134,723)	(135,321)	
Borrowing Costs	(3,972)	(3,474)	(3,144)	(3,005)	(2,784)	
Materials & Contracts	(115,106)	(113,924)	(118,919)	(118,846)	(125,752)	
Depreciation & Amortisation	(33,310)	(34,756)	(34,644)	(37,235)	(38,497)	
Other Expenses	(40,050)	(40,756)	(35,807)	(36,541)	(37,374)	
<b>Total Expenses from Continuing Operations</b>	<b>(323,224)</b>	<b>(326,905)</b>	<b>(326,849)</b>	<b>(330,349)</b>	<b>(339,729)</b>	
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>27,947</b>	<b>36,741</b>	<b>20,854</b>	<b>24,017</b>	<b>21,859</b>	
Minority Interests	(91)	(93)	(93)	(95)	(97)	
Surplus/(Deficit) attributable to Council	27,856	36,648	20,761	23,922	21,762	
<b>Surplus/(Deficit) before Capital Grants &amp; Contributions</b>	<b>7,089</b>	<b>15,395</b>	<b>8,944</b>	<b>11,863</b>	<b>9,428</b>	

2017CSP\* - Shows the budget and forecast figures from the Long Term Financial Plan 2017 for the years 2017/18 and 2018/19 for comparative purposes.



## Balance Sheet

	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	7,723	6,960	5,813	4,411
Investments	146,732	132,235	110,453	83,801
Receivables	22,711	19,387	19,784	20,235
Inventories	2,494	82	82	82
Other	2,150	1,510	1,510	1,510
Non-current assets classified as "held for resale"	1,966	-	-	-
<b>Total Current Assets</b>	<b>183,776</b>	<b>160,174</b>	<b>137,642</b>	<b>110,039</b>
<b>Non-Current Assets</b>				
Investments	1,079	954	954	954
Receivables	2,009	1,751	1,787	1,828
Infrastructure, Property, Plant & Equipment	4,493,448	4,810,563	4,853,058	4,891,874
Investments Accounted for using the equity method	20	23	23	23
Investment Property	3,900	2,080	2,080	2,080
Intangible	3,963	-	-	-
<b>Total Non-Current Assets</b>	<b>4,504,419</b>	<b>4,815,371</b>	<b>4,857,902</b>	<b>4,896,759</b>
<b>TOTAL ASSETS</b>	<b>4,688,195</b>	<b>4,975,545</b>	<b>4,995,544</b>	<b>5,006,798</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	50,657	42,858	42,858	36,358
Borrowings	8,328	6,384	6,304	5,928
Provisions	29,008	29,240	28,992	28,763
<b>Total Current Liabilities</b>	<b>87,993</b>	<b>78,482</b>	<b>78,154</b>	<b>71,049</b>
<b>Non-Current Liabilities</b>				
Payables	-	-	-	-
Borrowings	42,157	26,177	21,317	16,575
Provisions	22,012	22,956	24,126	25,368
<b>Total Non-Current Liabilities</b>	<b>64,169</b>	<b>49,133</b>	<b>45,443</b>	<b>41,943</b>
<b>TOTAL LIABILITIES</b>	<b>152,162</b>	<b>127,615</b>	<b>123,597</b>	<b>112,992</b>
<b>NET ASSETS</b>	<b>4,536,033</b>	<b>4,847,930</b>	<b>4,871,947</b>	<b>4,893,806</b>
<b>EQUITY</b>				
Retained Earnings	4,535,644	4,847,091	4,871,013	4,892,775
<b>Council Equity Interest</b>	<b>4,535,644</b>	<b>4,847,091</b>	<b>4,871,013</b>	<b>4,892,775</b>
Minority Equity Interest	389	839	934	1,031
<b>TOTAL EQUITY</b>	<b>4,536,033</b>	<b>4,847,930</b>	<b>4,871,947</b>	<b>4,893,806</b>

## Cash Flow

	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates & Annual Charges	210,179	210,047	214,689	219,712
User Charges & Fees	79,265	78,818	80,402	82,186
Interest & Investment Revenues	4,712	5,748	5,150	4,596
Grants & Contributions	33,253	26,654	27,115	27,418
Other	22,802	25,279	25,797	26,385
<b>Payments:</b>				
Employee Benefits & On-Costs	(130,683)	(134,610)	(134,977)	(135,557)
Materials & Contracts	(110,205)	(120,919)	(118,846)	(132,252)
Borrowing Costs	(291)	-	-	-
Other	(40,016)	(36,184)	(36,926)	(37,723)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>69,016</b>	<b>54,833</b>	<b>62,404</b>	<b>54,765</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
Sale of Infrastructure, Property, Plant & Equipment	2,150	2,415	2,431	2,448
<b>Payments:</b>				
Purchase of Infrastructure, Property, Plant & Equipment	(116,065)	(109,697)	(81,380)	(78,963)
Inventory	(45)	-	-	-
<b>Net cash provided by (or used in) Investing Activities</b>	<b>(113,960)</b>	<b>(107,282)</b>	<b>(78,949)</b>	<b>(76,515)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from Borrowings & Advances	7,815	(6,965)	(6,384)	(6,304)
<b>Payments:</b>				
Repayment of Borrowings & Advances	(8,328)	-	-	-
<b>Net cash provided by (or used in) Financing Activities</b>	<b>(513)</b>	<b>(6,965)</b>	<b>(6,384)</b>	<b>(6,304)</b>
<b>Net Increase/(Decrease) in Cash &amp; Investments</b>	<b>(45,457)</b>	<b>(59,414)</b>	<b>(22,929)</b>	<b>(28,054)</b>
<b>plus: Cash &amp; Investments - beginning of year</b>	<b>200,991</b>	<b>199,563</b>	<b>140,149</b>	<b>117,220</b>
<b>Cash &amp; Investments - end of year</b>	<b>155,534</b>	<b>140,149</b>	<b>117,220</b>	<b>89,166</b>

## Cash and Investment Statement

	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000
Total Cash and Investments	155,534	140,149	117,220	89,166
Represented by:				
Externally Restricted				
Developer Contributions	36,204	22,918	12,084	5,642
Specific Purpose Unexpected Grants	3,215	2,914	2,914	2,914
Domestic Waste Management	12,815	244	244	244
<b>Total Externally Restricted</b>	<b>52,234</b>	<b>26,076</b>	<b>15,242</b>	<b>8,800</b>
Internally Restricted				
Deposits, Retentions & Bonds	9,944	9,944	9,944	9,944
Employee Leave Entitlement	6,051	6,202	6,345	6,491
Other	21,673	13,004	7,802	6,242
<b>Total Internally Restricted</b>	<b>37,668</b>	<b>29,150</b>	<b>24,091</b>	<b>22,677</b>
<b>Total Restricted Cash</b>	<b>89,902</b>	<b>55,226</b>	<b>39,333</b>	<b>31,477</b>
<b>Total Unrestricted / Available Cash</b>	<b>65,632</b>	<b>84,923</b>	<b>77,887</b>	<b>57,689</b>

## Capital Budget Statement

### Ten Year Financial Plan - Capital Budget Statement

	2017/18	2018/19	2019/20	2020/21
	\$ '000	\$ '000	\$ '000	\$ '000
<b>Capital Funding</b>				
Working Capital	19,439	14,527	15,573	22,175
Depreciation	35,347	33,540	35,199	33,939
Capital Grants Contributions	11,339	5,405	6,407	2,156
External Restrictions				
- S94	12,042	10,090	13,555	12,535
- S94A	12,631	6,345	3,611	4,500
- DWM	-	19,500	-	-
Internal Restrictions				
- Loan	7,603	-	-	-
- Other	13,615	13,945	2,611	1,011
- Underlying Savings	1,900	3,931	1,993	200
Income from Sales of Assets				
- Plant and Equipment	2,150	2,415	2,431	2,448
<b>Total Capital Funding</b>	<b>116,066</b>	<b>109,697</b>	<b>81,380</b>	<b>78,963</b>
<b>Capital Expenditure</b>				
Plant & Equipment	7,745	28,769	8,234	6,666
Office Equipment	1,739	2,369	1,762	1,072
Furniture & Fittings	50	310	50	50
Land Improvements	6,177	5,630	1,540	3,800
Buildings	21,854	18,560	18,982	17,388
Other Structures	2,649	310	210	210
Roads, Bridges & Footpaths	43,215	24,967	24,301	22,223
Stormwater Drainage	9,022	7,058	12,004	12,559
Library Books	1,107	1,035	1,046	1,067
Other Assets	500	540	620	740
Art Collection	76	31	31	31
Swimming Pools	1,111	750	375	725
Open Space/ Recreational	20,820	19,368	12,224	12,432
<b>Total Capital Expenditure</b>	<b>116,065</b>	<b>109,697</b>	<b>81,380</b>	<b>78,963</b>

# Draft Resourcing Strategy 2018 - 2028





## Contents

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Asset Management Strategy	AMS1
Long Term Financial Plan	LTFP1

## Introduction

The Integrated Planning and Reporting framework<sup>1</sup> requires every NSW council to undertake long term planning that is based on community engagement and ensures activities are informed by long term plans for finances, assets and the workforce.

It provides a systemised, rigorous and centralised approach for our Council to move forward with the community and regional priorities.

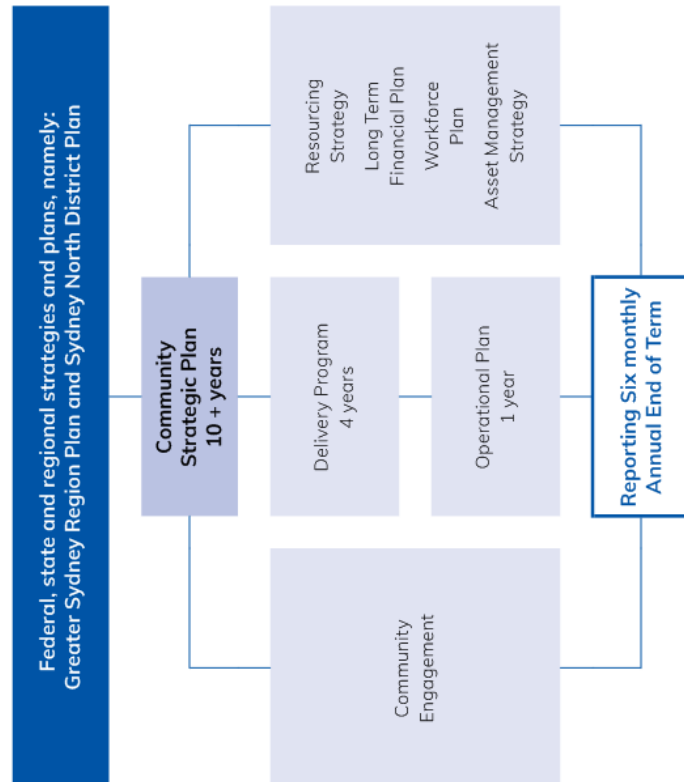
It also provides a framework, guidance and blueprint for where we would like to go in the next ten year, while building a new organisation, and culture of transparency and accountability.

The Integrated Planning and Reporting framework is designed so Council and community both have a clear picture of:

- Where we want to go (Community Strategic Plan)
- How we plan to get there (Delivery Program, Operational Plan, Resourcing Strategy)
- How we will measure our progress (quarterly, annual and the End of Term Report).

This planning and reporting process ensures our planning is aligned with the community's vision for the future. We will ensure the planning process and implementation of the Delivery Program is transparent and those who are in charge of its delivery are held accountable.

The following diagram shows the relationship between the components of our Integrated Planning and Reporting framework.



<sup>1</sup> NSW Local Government Act Sections 402-407.

This document contains our Resourcing Strategy.  
It identifies the money, assets and people required to  
deliver on our commitments over the next 10 years.

**The Resourcing Strategy consists of:**

- Workforce Plan – covers a four year period and ensures we have the skills and resources available to achieve our goals.
- Asset Management Strategy – covers a 10-year period and demonstrates how we manage our assets using a lifecycle approach to support services provided to the community.
- Long Term Financial Plan – covers a 10-year period and ensures we are a financially viable, adequately funded and a sustainable organisation.

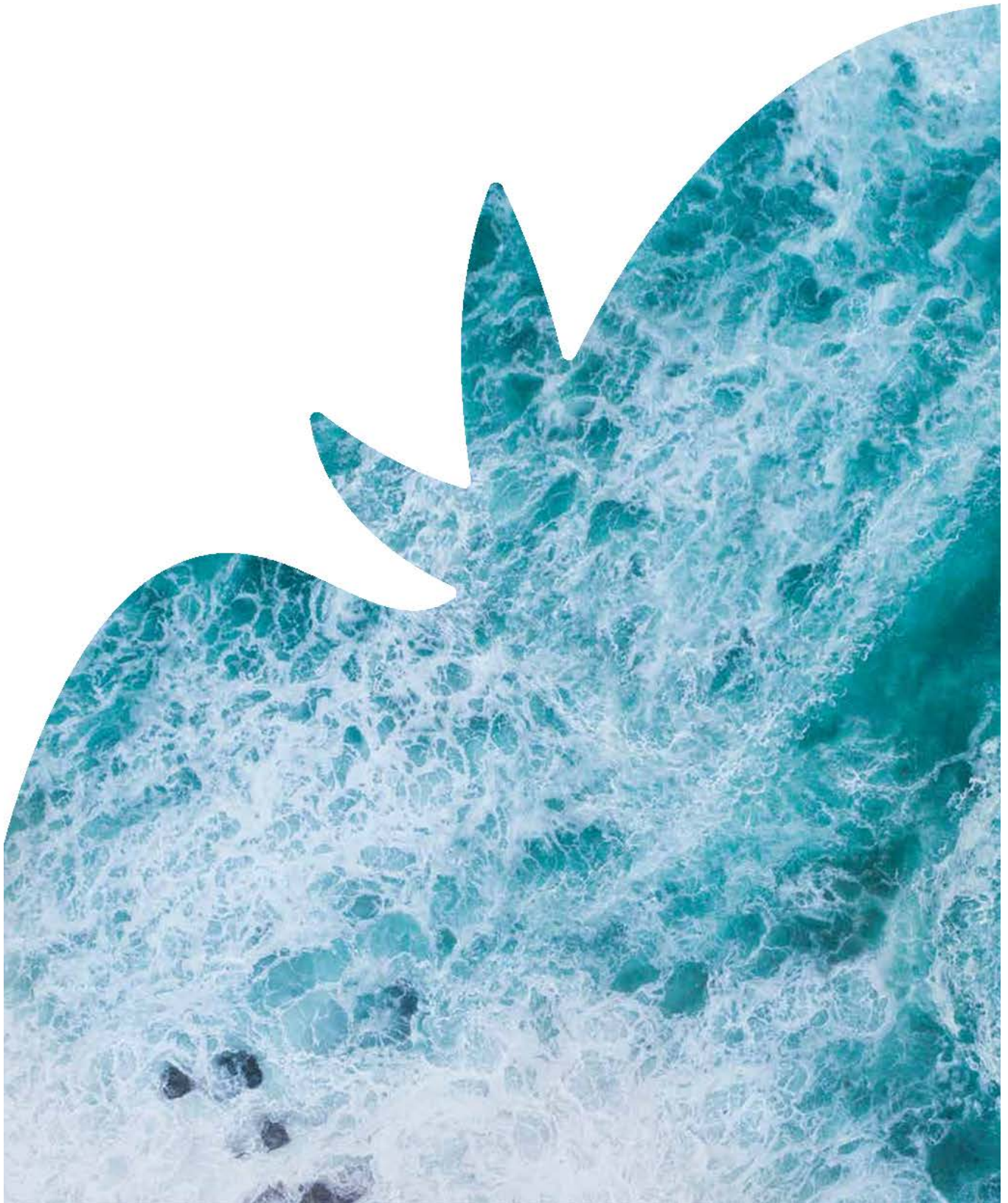
<sup>1</sup> NSW Local Government Act 1993 Sections 402-407.



## Draft Workforce Plan 2018 - 2022

Delivering the highest quality service, valued and trusted by our community





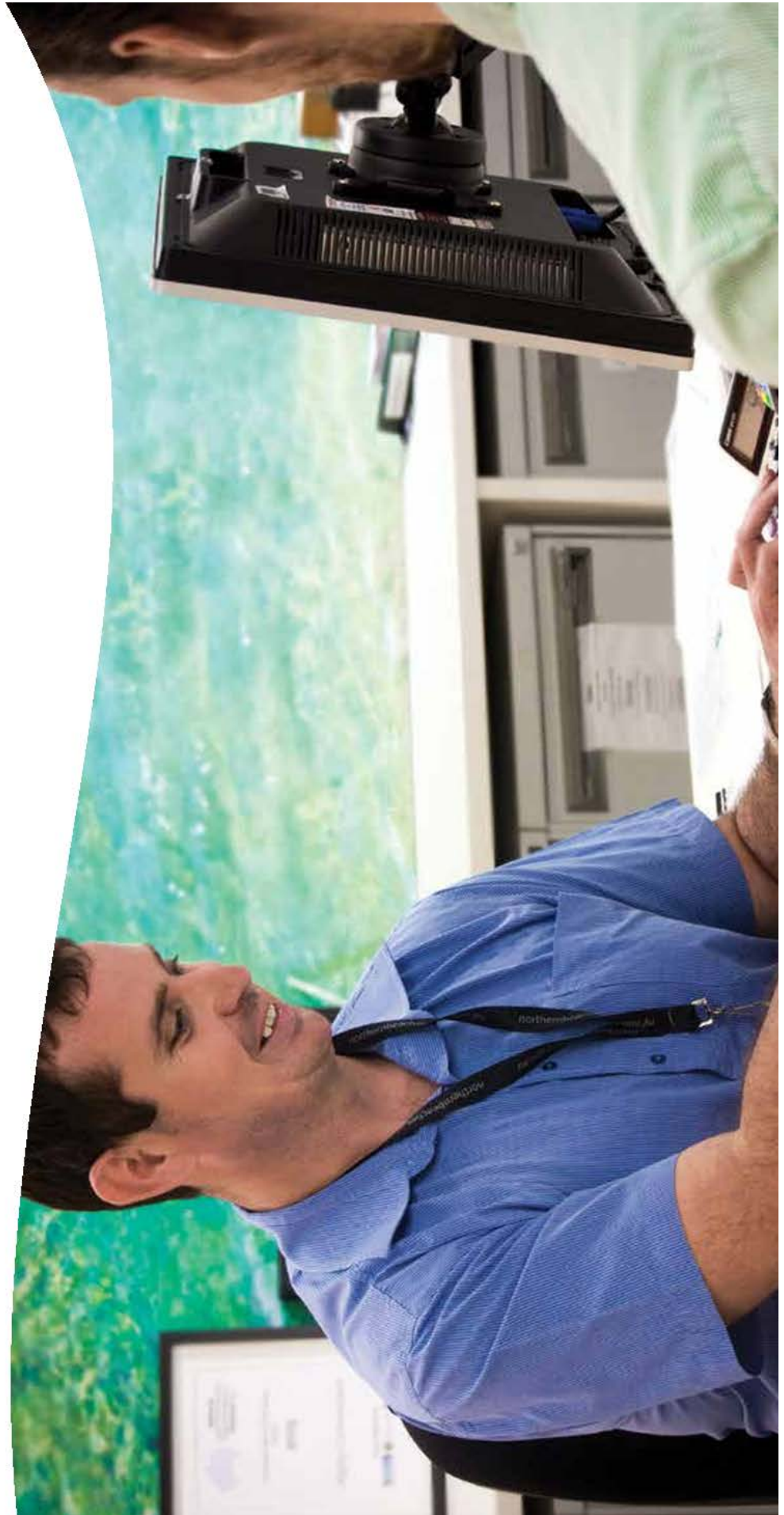


## Draft Workforce Plan

### Contents

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## 1. Our Corporate Vision



## Our Corporate Vision

Delivering the highest quality service, valued and trusted by our community

Life on the Northern Beaches is welcoming and vibrant. We work together with our community to keep it this way. From beaches to bushland, the Northern Beaches is an altogether extraordinary place to live, work and visit. Ours is a community of people who love and are proud of where we live. At its heart is a collaborative spirit, where we pitch in and support each other.

## Our Values

Our vision and values were developed by our staff in 2017.

They underpin and drive everything we do and every decision we make. Holding to an ideal of connectedness, inclusion and preservation, these underlying principles protect our futures and that of this unique and beautiful place we call home.



## 2. About this Plan



## What is Workforce Planning?

“Workforce planning is an integrated and systematic process of shaping the workforce to ensure it is capable of delivering current organisational objectives and future requirements”<sup>1</sup>

### Why do we need a Workforce Plan?

- To identify current and predicted workforce issues to enable us to set out how we are going to address the predicted workforce issues in order to achieve the Council's Delivery Program
- To assist with shaping our workforce to ensure it is capable of delivering current organisational objectives and future requirements in alignment with our Community Strategic Plan
- To identify strategies or activities in the Workforce Plan that may have an impact on Council's Long Term Financial Plan

### What are the benefits of Workforce Planning?

- It strengthens our capacity to deliver strategic and operational plans
- It enables a better understanding of our workforce profile which improves current and future capability and performance
- It enables us to better respond to planned and unplanned change
- It enables us to consolidate career paths and set clear strategies for developing our people
- It creates the “right mix” – right skills, right time and right place – which in turn will create better efficiency, effectiveness and productivity within Council



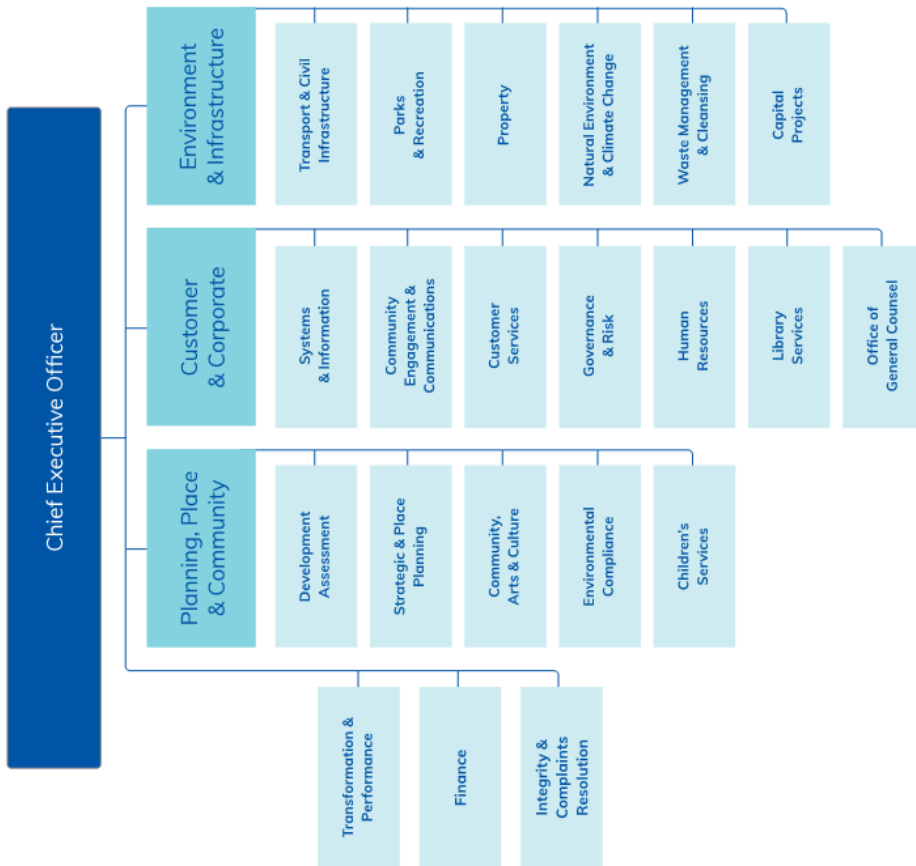
<sup>1</sup> Source: Australian National Audit Office 2004



### 3. Our Organisation

On 12 May 2016 the Northern Beaches Council was proclaimed by the NSW government. It was formed by merging the three high-performing Councils of Manly, Warringah and Pittwater.





Council employs 1,788 people working in over 20 locations across a diverse range of services.

Northern Beaches Council remains committed to maintaining a high level of customer service to the local community. In order to create a solid foundation our organisation structure was established along with our values to guide the organisation into the future. Challenges we have encountered involve managing the many differences in business operations between the three former Councils in order to establish a common ground. Shared beliefs such as our dedication to the community and a passion for the extraordinary natural environment were reflected and reaffirmed in the development of our Corporate Vision.

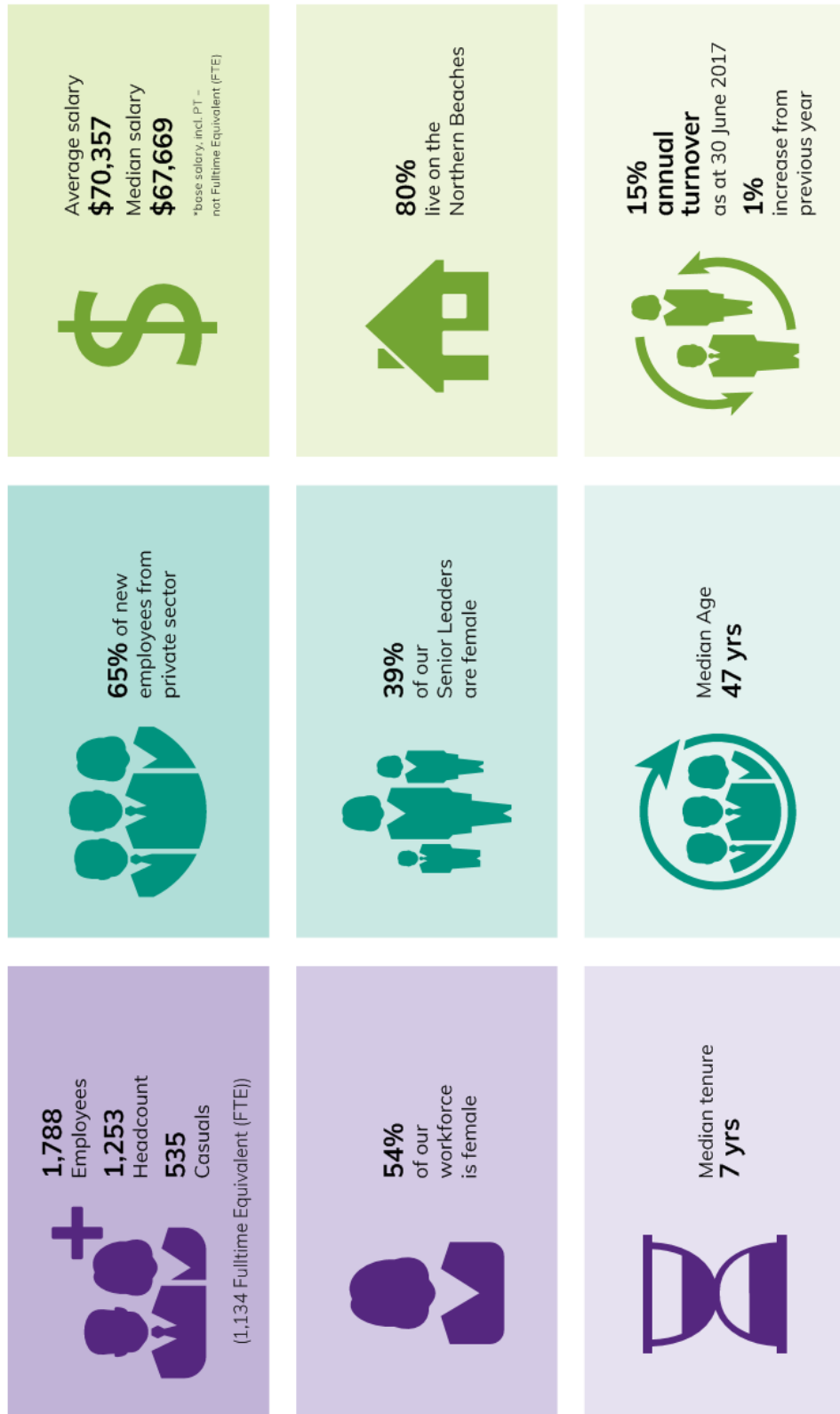
Our organisation is made up of four divisions:

- Office of the Chief Executive
- Planning Place and Community
- Customer and Corporate
- Environment and Infrastructure



#### 4. Our Workforce at a glance





Where available comparative data is at Annexure A



## 5. Our Workforce – statistics and breakdown

Here we analyse data relating to the current workforce. The analysis assists us to identify trends and areas for improvement.

We have also identified strategic priorities which are designed to address identified issues and areas for improvement. The strategic priorities are:

- Drive a culture of high performance and engagement;
- Enable our leaders to deliver and
- Build a capable, fit for purpose workforce.

Full details of these strategic priorities can be found in sections 6 and 7.

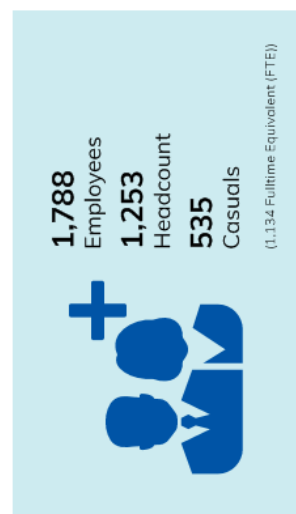




## Workforce composition

Our headcount is 1,253 with a full time equivalent of 1,134 (excluding casuals).

Our largest business unit is Parks and Recreation, followed by Transport and Civil Infrastructure, both have significant numbers of field staff. 59% of our workforce are in permanent roles, with the remaining employees split between casual, temporary, seasonal and contract positions.



## Diversity and Inclusion

We are committed to building a diverse and inclusive workplace where the skills, perspectives and experiences of our people are valued and respected.

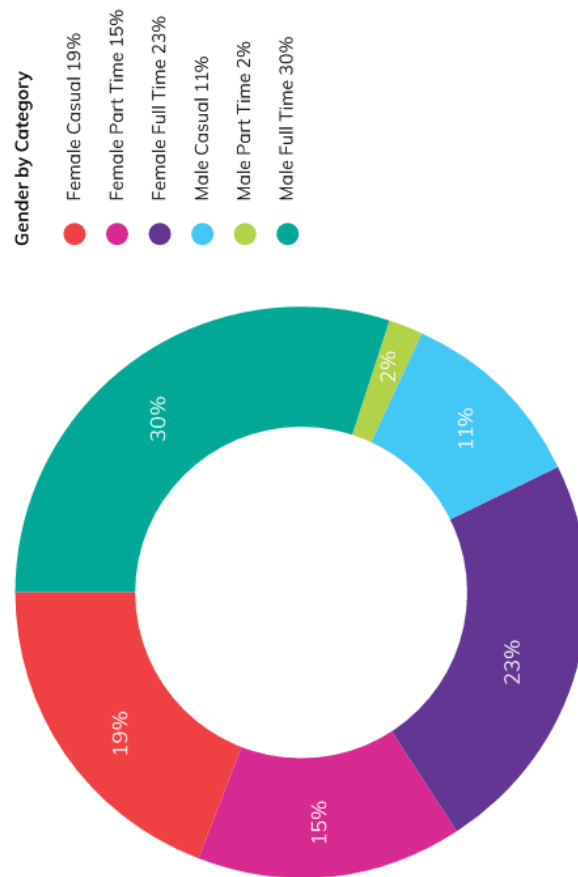
We recognise that diversity and inclusion fosters an engaged and high performance culture. Our aim is for Council to be a great place to work where our people feel included, are treated fairly and are supported to succeed. We believe our commitment to diversity and inclusion will continue to produce a more innovative, responsible and customer led organisation that delivers to our community.



## Diversity and Inclusion - Gender

We have a reasonably even gender split with 57% of our workforce female and 43% male, including casual employees.

The percentage of females working in part time and casual roles is significantly higher than males. This is reflective of the female dominated carer role, along with the traditional gender preferences to certain roles which are often offered on a casual or part-time basis, for example with our Libraries and Children's Services.



## Diversity and Inclusion - Age

The largest numbers of our employees fall within the 45-54 age group (27.6%), followed by the 35-44 age group (25%), 19% of our workforce is under the age of 34.

28.5% of our workforce are aged 55 and above. This group bring a wealth of experience and knowledge to the workplace. It is important that we continue to ensure that this is fostered and captured. Within this bracket, the largest business unit clusters are within our more physically demanding roles, such as the operational field, which would place employees in a higher risk category from a workplace injury perspective.

The majority of our workforce live on the Northern Beaches. The Northern Beaches community has a large proportion of children and seniors, and a relatively low proportion of young people compared to other areas. The ABS Census 2016 showed that 4.1% of the population were aged 70 and over, compared to 3.9% for NSW.

In terms of the younger population, people aged 20 to 24 made up 5% of the population, significantly lower than NSW at 6.5%. Similarly the 25 to 34 years was also very low at 11.7% compared to 14.2% for NSW.

These statistics show that we have a smaller pool of younger people to draw from in the Northern Beaches, compared to other areas of NSW. Our Talent Management and Employee Value Propositions, part of our delivery initiatives, will be critical to attracting the younger generations to Council.

**The strategic priorities we have identified that will address this are:**

Build a capable, fit for purpose workforce

Drive a culture of high performance and engagement



## Tenure

A small percentage of our workforce has less than 1 year service (3%).

This is due to the volume of 'internal only' recruitment associated with the amalgamation protections in place. 25% of our workforce has between 1-3 years' service. We acknowledge it is important to keep this group engaged and retain their services.

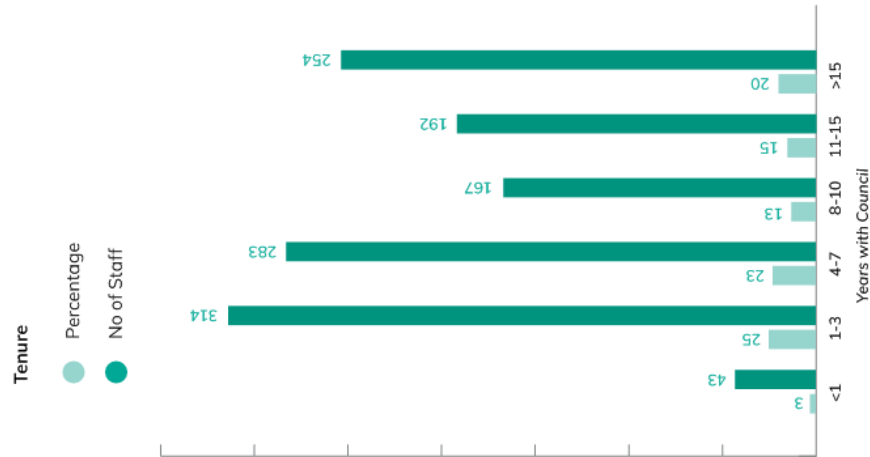
Interestingly 20% of our workforce has over 15 years' service. It is important to recognise the expertise and corporate knowledge this group hold, which requires fostering, capturing and transferring to other employees. Experienced employees are a valuable asset, which will assist with the transformation of Council into a high performing organisation.

All of our strategic priorities impact this area:

Build a capable, fit for purpose workforce

Drive a culture of high performance and engagement

Enable our leaders to deliver





Who are the people that work for Northern Beaches Council and why?	Where do our employees live?	Turnover
Between 12 May 2016 and 31 October 2017 we have welcomed 168 new employees	80% of our workforce lives on the Northern Beaches.	Our turnover was 15% for the period 1 July 2016 to 30 June 2017 (excluding casuals).
80 of which were male and 88 female. 78% of these new employees live on the Northern Beaches and 52% are between the ages of 19 and 35.  In a recent survey of these employees 65% of participants identified that their previous employment had been with the private sector. The top reasons for choosing Northern Beaches Council as their new employer were location (with a view to achieving a positive work/life balance) and good career opportunities.	The ability to continue to attract employees from the local area is becoming more difficult. The increasing cost of housing means people on low incomes and younger people may be moving away to more affordable areas, shrinking the pool of local people available to Council.	This represents a 1% increase in turnover (up from 14%) on the previous 12 months <sup>2</sup> . This figure may be impacted by the protection of employment in place from the Local Government Act, which protects eligible employees up until 12 May 2019.

Note:

• Northern Beaches Statistics quoted are as at 31 October 2017

• Unless otherwise stated, all figures exclude casuals

<sup>2</sup> Consolidated turnover rate for 1 July 2015 to 30 June 2016 for Manly, Pittwater, Warringah and Northern Beaches Councils

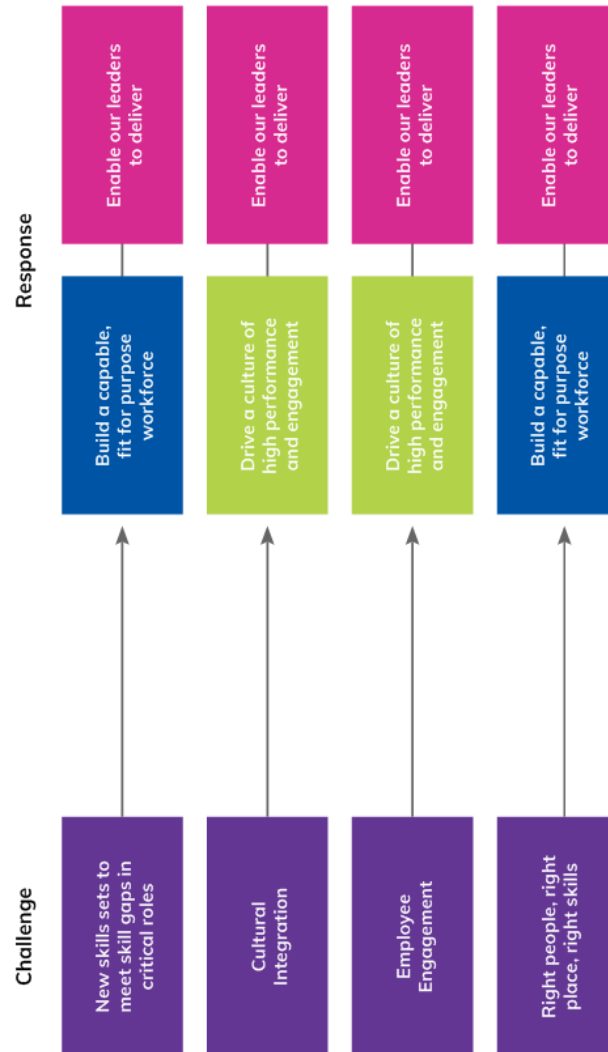
## 6. Our challenges and strategic responses

The challenges below have been identified through discussions with Business Units. The challenges have been split into three main areas: Council Alignment (post amalgamation), Technology and Resourcing. In response, each challenge has been linked to one of our strategic priorities.



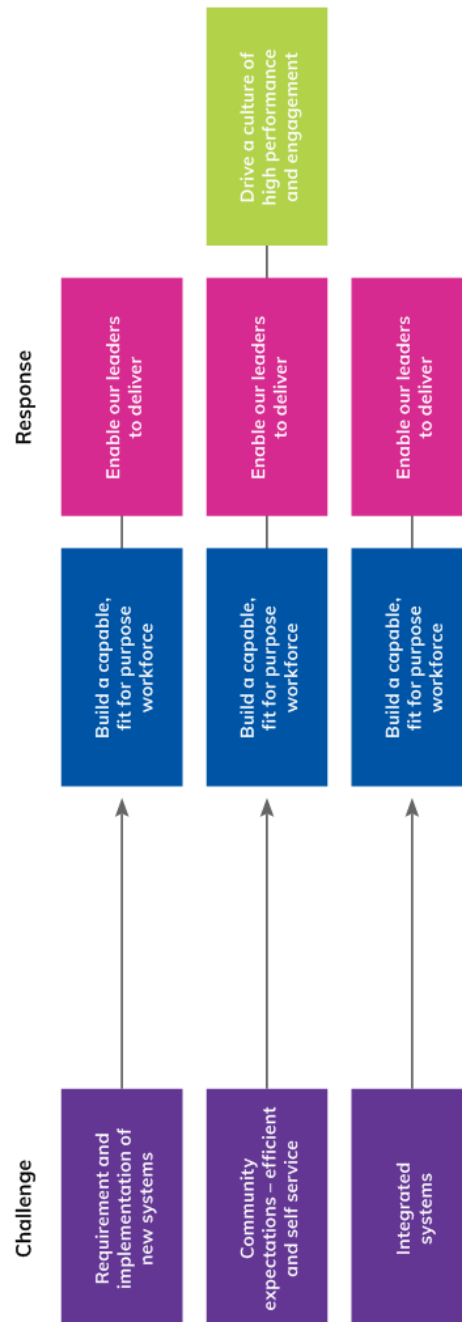
## Council Alignment

A workforce operating as one will deliver the efficient quality service we strive for.



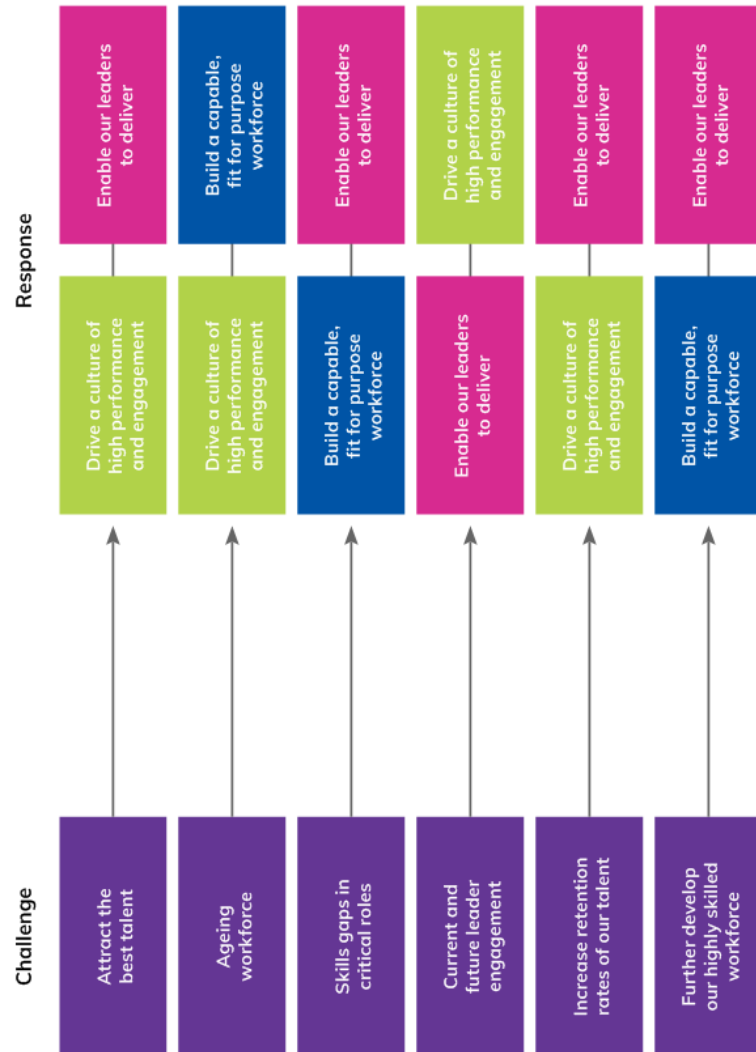
## Technology

The development and implementation of intelligent and connected technology is critical to our success.



## Resourcing

As the most important resource within Council we need to attract, develop and retain the best talent to deliver the highest quality service.





## 7. Our strategic priorities and actions



## Drive a culture of high performance and engagement

Delivery Initiatives	Actions	2018/19	2019/20	2020/21	2021/22
<p>Foster the development of attitudes and beliefs that support a "safety first" culture and enable our people to be work safe.</p> <p>Build on our Culture, Values and Behaviour's Program directing efforts that encourage our people to think, act and behave in the proper way.</p> <p>Design a Northern Beaches Remuneration Framework focussing on "total reward" enhancing our employee value proposition.</p> <p>Deliver a performance management approach that promotes and encourages quality conversations between leaders and individuals.</p> <p>Implement an integrated Talent Management Framework to develop talent, increase diversity, engagement and retention.</p> <p>Create an inclusive workforce which encourages and embraces diversity.</p>	Implement and promote wellbeing, health and safety initiatives	✓	✓	✓	✓
	Identify work, health and safety (WHS) risk areas and address accordingly	✓	✓	✓	✓
	Develop the Northern Beaches WHS system, policy and associated documentation	✓	✓	✓	✓
	Provide performance management approach to enable effective and efficient people management, which will include a focus on having critical conversations at all levels across the organisation	✓	✓	✓	✓
	Develop the Employee Value Proposition for Northern Beaches Council to attract and retain committed and skilled talent	✓			
	Develop a comprehensive Recruitment Strategy that covers all role types across the organisation and focuses on attracting the best talent	✓			
	Undertake extensive consultation and research to assist with the development and embedding of the Remuneration framework	✓	✓		
	Develop and implement an integrated Talent Management Framework, incorporating leadership development, performance, career and succession management	✓	✓	✓	✓
	Develop and implement initiatives that will support/promote workforce diversity, including delivering programs/support services to promote 'belonging', learning and development programs that contribute to our desired culture and promoting fair and equitable processes	✓	✓	✓	✓
	Review educational assistance – as an attracter, retainer and skill and knowledge builder	✓			

## Enable our leaders to deliver

Delivery Initiatives	Actions	2018/19	2019/20	2020/21	2021/22
<p>Expand the delivery of Leadership Development Programs for senior, middle and front line managers.</p> <p>Policy Harmonisation to influence and determine all major decisions and actions in relation to day-to-day operations of the organisation.</p> <p>Simplify Human Resource (HR) and people processes including intelligent and connected technology solutions that accelerate HR, manager and individual success.</p> <p>Provide meaningful HR metrics, enabling leaders to determine the value and effectiveness of HR initiatives and inform decision making.</p>	Consolidate, review and develop HR metrics	✓	✓		
	Critical role identification and development of succession plans	✓	✓	✓	✓
	Further develop career pathways	✓	✓	✓	✓
	Harmonise and simplify processes, policies, procedures to align approaches	✓			
	Provide access to innovative leadership programs	✓	✓	✓	✓
	Develop and implement integrated HR systems which will improve and streamline key HR areas such as recruitment, performance management, learning and development and promote employee self service	✓			

## Build a capable, fit for purpose workforce

Delivery Initiatives	Actions	2018/19	2019/20	2020/21	2021/22
Implement the Workforce Plan in partnership with the business to establish resource plans that incorporate key projects. Consider opportunities within the insourcing verses outsourcing reviews. Embed succession planning for business critical roles and deliver targeted development opportunities.	Undertake an annual review and update of the workforce plan, referring to both up to date statistical information available and gathering feedback from the organisation	✓	✓	✓	✓
	Identify skill and knowledge gaps in critical areas and put plans in place to address and manage	✓	✓	✓	✓
	Undertake a review of our 'high risk' roles to ensure incumbents are suitably qualified and educated	✓	✓		
	Ensure systems are in place to capture corporate and specific role knowledge from our long term and ageing workforce	✓	✓	✓	✓
	Continue to develop skills and knowledge base of the workforce to meet the needs of the business	✓	✓	✓	✓





### Contact us

If you have any questions or comments  
please contact us as follows:

t: 1300 434 434

e: [council@northernbeaches.nsw.gov.au](mailto:council@northernbeaches.nsw.gov.au)

[www.northernbeaches.nsw.gov.au](http://www.northernbeaches.nsw.gov.au)






Northern Beaches Council  
PO Box 1336

Dee Why NSW 2099



## Annexure A

### Comparative Data

Statistic	Northern Beaches Council	Comparative Data <sup>3</sup>
 Turnover	15%	13%
 55 years or over	27.5%	29%
 Female employees	54%	44%
 Staff living within LGA	80%	44%
 Tenure	7 yrs	10 yrs

Comparative data is not available for all statistics reported in this document. The most appropriate comparison source is LG NSW who run an annual benchmarking survey. The LG NSW 2017 survey involved 47 councils, of these five sit in the same category (Urban Large) as Northern Beaches

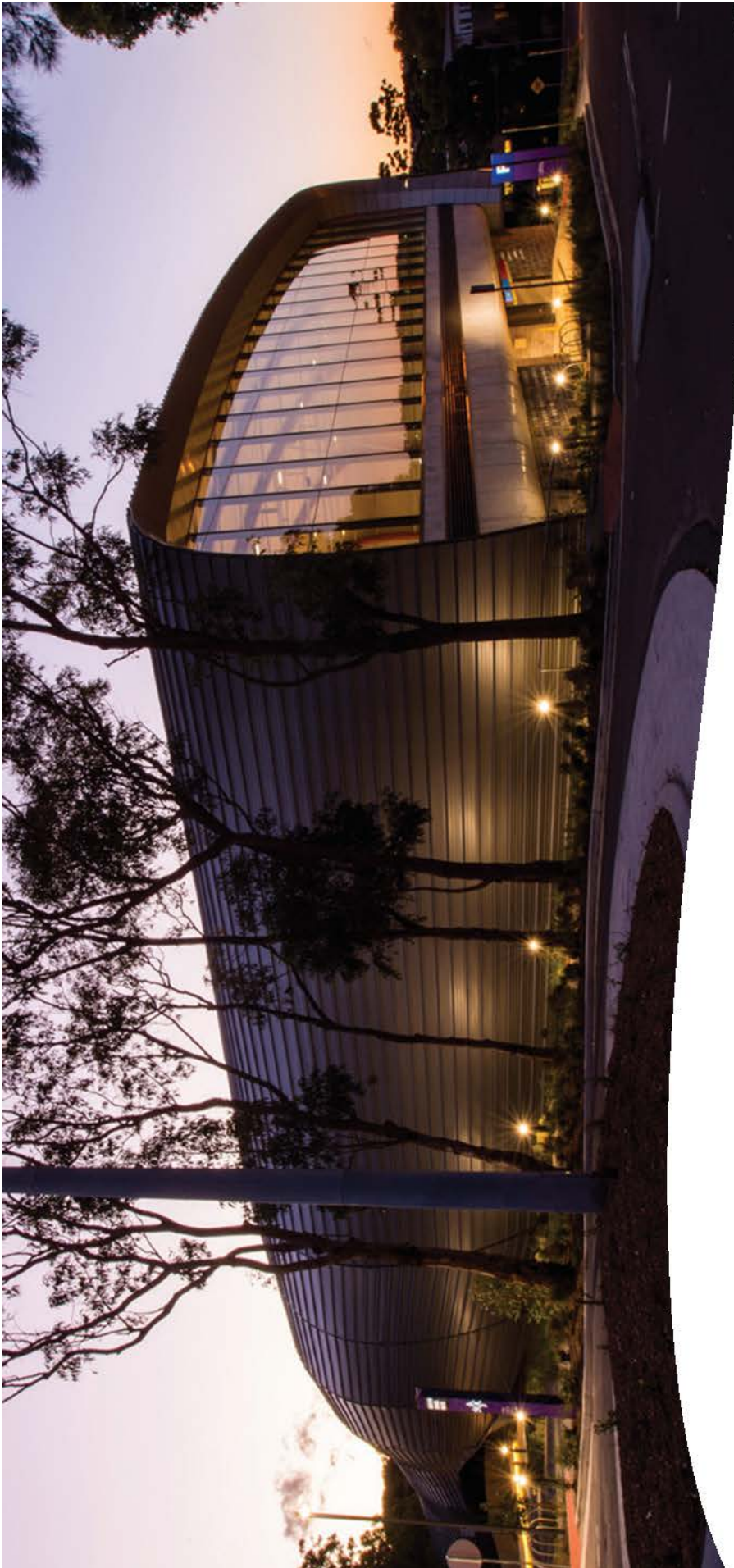
Council and only one of these is a recently amalgamated Council. Northern Beaches Council did not participate in the 2017 survey as the data from the three former Councils was still being collated.

<sup>3</sup> LG NSW 2017





# Asset Management Strategy 2018 - 2028



## Draft Asset Management Strategy 2018 - 2028

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## Introduction to Our Strategy

Northern Beaches Council was proclaimed on 12 May 2016 through the amalgamation of the former Manly, Pittwater and Warringah Councils. Council now manages over \$2.6 billion worth of infrastructure assets (roads, stormwater, parks and buildings) across the local government area.

Asset management is a "whole of life" approach that includes planning, purchase, construction, operation, maintenance and renewal/disposal of assets.

This Asset Management Strategy (the Strategy) defines objectives that will improve our management practices and knowledge of all assets. It will provide a road map to support the achievement of the community's vision of:

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

### 1.1 Purpose of the Strategy

This Strategy provides a framework for consistent and effective asset management across all assets. It shows the link between the outcomes and goals in the Community Strategic Plan and the day-to-day management of our assets.

This Strategy intends to:

- provide a basis for the management of current assets;
- identify future assets that will be required to meet the needs of the community in future years;
- provide strategic objectives to allow us to fulfil our Asset Management Policy; and
- identify actions to achieve the objectives of the Strategy.

### 1.2 Northern Beaches Council's Asset Management Policy

This Strategy has been prepared to support the implementation of our Asset Management Policy which was adopted on 27 February 2018 (refer to Appendix A). The purpose of the Asset Management Policy is:

**"This Policy supports Council's vision and strategic objectives, and sets guidelines for implementing consistent asset management processes to existing and new assets throughout the Northern Beaches Council. The application of these principles will ensure our assets continue to provide the appropriate level of service to meet the community's needs and expectations in a sustainable manner."**

This Strategy provides a high level and long-term (10-year) action plan for how we will manage assets to achieve the objectives of the Asset Management Policy. The Asset Management Policy and Strategy are supplemented by detailed Asset Management Plans for the four asset portfolios (roads, stormwater, buildings and parks).



## The Current Status of Asset Management

### 2.1 Current State

At the time this Strategy was prepared, we had a single consolidated asset listing located in our asset management system. The information in this register was migrated from the former Councils' asset registers and databases. Verifying the accuracy and completeness of the data has been identified as a key future focus area to ensure sound asset management decisions are made.

The adoption of the Asset Management Policy on 27 February 2018 was the first step in consolidating the practices and processes from the former councils. Although this will take some time, the Asset Management Policy provides guiding principles for all asset management decisions.

### 2.2 Asset Management Governance

We have established a senior level steering committee to deliver a coordinated and consistent approach to asset management across the organisation. Membership of the Strategic Asset Management Steering Committee (SAMSC) comprises senior executives from across Council, representing each of the asset owners as well as Finance.

The role of the SAMSC is to:

1. implement an integrated Asset Strategy Framework;
2. implement a Council-wide Integrated Total Asset Management (ITAM) approach supported by systems and processes that deliver cost effective, sustainable, and strategic management of its infrastructure assets across all asset classes;
3. ensure that the responsibility for all asset management activities is appropriately assigned within the organisation, and that skill levels are sufficient to achieve the required results;
4. ensure the implementation of our Asset Management Strategy and Asset Management Plans (AMPs); and
5. provide leadership to set the direction and priorities for the development of our asset management capabilities.

### 2.3 Asset Management Framework

Asset management requires a "Whole of Council" approach and applies to all assets we manage for delivering sustainable services to the community. The Asset Management Framework enables alignment of asset planning and management practices with service delivery priorities and strategies, within the limits of the resources available.

The Framework provides linkages between the various strategic and policy documents. The framework ensures that staff are equipped with the resources to effectively manage our assets and deliver services to the community.

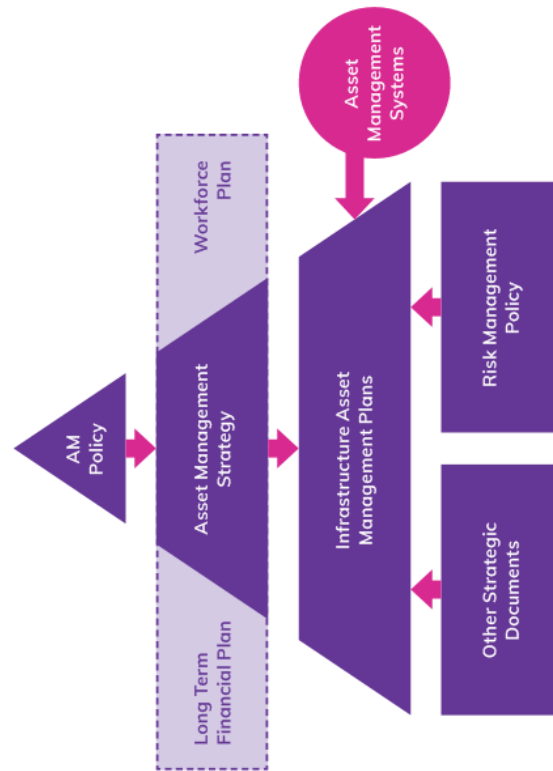


Figure 1: Council's Asset Management Framework

- Our Asset Management Framework consists of eight key components:
- **Asset Management Policy:** provides guidelines and a framework for implementing coordinated and consistent asset management across Council, as well as defining key principles in which we will review and manage our assets.
  - **Asset Management Strategy:** provides a 10-year action plan to deliver the Asset Management Policy. It specifies asset management objectives and articulates how we will achieve these objectives. As we review the Community Strategic Plan every four years, the Asset Management Strategy will be reviewed and updated to ensure consistency with the Community Strategic Plan.
  - **Asset Management Plans:** outlines the practices and procedures implemented to manage and operate our assets to the agreed level of service. Our Asset Management Plans provide details on current assets, future asset requirements, agreed levels of service, and costs to deliver services now and in the future. The Asset Management Plans will be developed for major asset categories, namely roads, stormwater, buildings and parks.
  - **Other Strategic Plans:** we will continue to prepare other strategy documents specific to asset classes, such as the Northern Beaches Sportsground Strategy, Walking Plan and the Transport Strategy. These strategy documents provide insight into current and future trends and assist in determining priorities across the assets.
  - **Enterprise Risk Management Policy:** encourages a coordinated approach across Council to manage risks, which lead to well-defined strategic, operational, and project related risk actions. We are proactive in identifying events that have the potential to compromise achieving our objectives. All of our major Asset Management Plans will include risk management strategies.
  - **Workforce Plan:** comprises a workforce strategy that addresses the human resourcing to ensure we can deliver our asset management responsibilities. All of our major Asset Management Plans will provide information to determine the forward workforce planning requirements.

- **Long Term Financial Plan:** outlines the future funding of our asset management practices, including maintenance, renewal and the provision of new infrastructure. All of our major Asset Management Plans will provide information to inform the Long Term Financial Plan.
- **Asset Management System:** has been implemented to support asset management activities. The system records details of the physical attributes and financial transactions of all assets. It enables the production of required reports in accordance with legislative requirements.

## 2.4 Assets

Existing asset information has been migrated and consolidated into our corporate system, including attributes, financial data, condition data, and mapping information.

A number of improvements have been identified for us to reach core asset maturity across the organisation. The actions identified in this Strategy and improvement programs will aid in realising core maturity, and will take a number of years to complete.

The following assets information is from our consolidated asset register. Not all data has been validated at the time this Strategy was prepared.

### 2.4.1 Inventory and Replacement Costs

Our major built/infrastructure assets are divided into four main asset portfolios. The current replacement value of the assets<sup>1</sup> is \$2.6 billion. Further detailed information and breakdowns of these assets will be contained in the relevant Asset Management Plans.

Asset Class: Stormwater	Current Replacement Cost \$
Culverts	70,285,465
Pipes	686,810,358
Lined and unlined drainage channels	8,385,800
Pits and headwalls	159,692,744
Water quality improvement devices	13,140,097
<b>Total</b>	<b>938,314,464</b>

Asset Class: Buildings	Current Replacement Cost \$
Administration and depots	74,801,305
Amenities	17,393,794
Beach (including surf clubs, viewing towers etc.)	62,006,293
Community (community centres, libraries, scout halls, senior citizen centres etc.)	186,010,331
Council rented - commercial	38,351,216
Council rented - residential	2,968,794
Emergency Services	12,250,625
Multi-storey carparks	23,536,366
Sporting facility	131,604,472
<b>Total</b>	<b>548,923,196</b>

<sup>1</sup> Four major built/infrastructure asset classes are: Roads, Stormwater, Parks and Recreation, and Building assets

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Asset Class: Roads	Current Replacement Cost \$	Asset Class: Roads cont.	Current Replacement Cost \$
Public roads		Lighting System	13,965,437
Road component - wearing course	158,808,905	Skate Facility	3,110,359
Road component - pavement	252,999,286	Feature Walls	69,735
Road component - formation	93,362,263	Retaining Walls in reserve	8,902,607
<b>Sub-total roads</b>	<b>505,170,454</b>	Seawalls	42,705,605
Kerb and gutter	152,232,002	Shelters	744,078
Guard rails	2,972,626	Shade Structures	2,097,327
Footpath	78,709,918	Playgrounds	18,466,051
Vehicular bridges	7,095,428	Exercise Equipment	322,513
Pedestrian bridges in road reserve	899,027	Tennis Courts	6,859,493
Bus shelters	3,831,067	Hardcourts	3,093,049
Carparks	28,538,915	Sportsgrounds	38,117,625
Ticket meters	1,015,458	Synthetic Sportsgrounds	4,787,271
Retaining walls in road reserve	12,042,627	Cricket Wickets	496,640
Pedestrian crossings	2,242,319	Irrigation Systems	4,437,930
Roundabouts	2,607,222	Water Tanks	1,005,563
Traffic control devices	9,696,131	Dinghy Storage	53,014
General infrastructure - roads	3,382,969	Wharves and Jetties	15,384,068
<b>Total</b>	<b>810,436,163</b>	Boat ramps	1,277,148
		Pools	6,973,688
<b>Asset Class: Parks</b>	<b>Current Replacement Cost \$</b>	Rockpools	19,646,603
Pedestrian Bridges	13,839,394	Tidal Pools	2,153,329
Barbeques	2,280,933	Pumps	300,217
Pathways	17,254,148	Water Feature	54,834
Paved Areas	15,015,955	General Infrastructure	44,294,627
Stairs	11,458,205	<b>Total</b>	<b>308,358,619</b>
Barriers	1,920,889	We also own, control, manage and maintain other financial assets, including plant and equipment, office equipment, library books, and furniture/fitings in community and Council buildings. The current replacement cost of these assets is \$73.7 million.	
Boardwalks	6,594,912		
Viewing Platforms	675,371		

#### 2.4.2 Condition

We undertake regular condition assessments and will continue to do so over the next four years. This key information informs our renewal programs, valuation processes, and assists us in meeting legislative reporting requirements.

The current condition information within the asset system has come from past condition assessments and inspection reports from the former Councils. For those assets that did not have any related condition data, these assets were assigned an average condition rating, based on the overall condition of that asset class.

#### 2.4.3 Valuations

Valuations of our assets are in accordance with the requirements of Australian Accounting Standard AASB 13 - Fair Value Measurement, AASB 116 - Property, Plant and Equipment, AASB 1051 - Land Under Roads.

The NSW Office of Local Government (OLG) requires councils to undertake revaluations of their assets to ensure the financial value of the assets reflect current valuation rates.

Asset Category	Revaluation Required <sup>2</sup>	Revaluation Due
Operational Land	Every five years or whenever material changes to the asset class has occurred.	June 2018
Community Buildings		June 2018
Investment Properties		June 2018
Land Under Roads		June 2019
Road Assets		June 2020
Stormwater Assets		June 2020
Community Land		June 2021
Land Improvements		June 2021
Other Structures		June 2021

<sup>2</sup> OLG Code Update 24, June 2016

The revaluation of Road Assets, Land Improvements and Other Structures will be undertaken in 2018/19, given the large asset classes and significant material changes to the asset registers post amalgamation.

The revaluation process reviews and updates the replacement costs, accumulated depreciation, depreciation expenses, and remaining useful asset life. Between revaluations, we have the option to index asset values each year as well as the option of desktop revaluations.

#### 2.4.4 Operations and Maintenance Costs

The levels of service, maintenance and operational practices were different across the former Councils. Standardisation of levels of service, maintenance and operational practices is an important focus of this Strategy. This standardisation will undergo continued fine-tuning as asset ownership and responsibilities are properly defined between the various infrastructure units.

Defining the services and levels of services of our various asset portfolios has a direct relationship on operational and maintenance costs. Levels of Service are yet to be fully developed and defined.

We have invested in software that has highly accurate budget tracking capabilities and cost capture against assets. This allows staff to be confident when undertaking budget planning, project planning and forward planning activities such as cost-benefit analysis.

Analysis of maintenance and operation costs will be reviewed and consolidated during the preparation of the Asset Management Plans.



#### 2.4.5 Utilisation and Smart Technologies

We need to keep pace with technology and the opportunities for enhancing asset management practices and efficiencies within the organisation. This may deliver efficiencies and cost saving opportunities. Areas of asset management practices that stand to benefit from improving technology include:

- Data collection and mapping via - aerial 3d data capture, car-mounted video data capture and drones
- Field staff mobile solutions - improved mobile technologies

#### 2.4.6 Financial Sustainability

We have adopted a sustainable approach to the management of our assets. Our focus is on ensuring infrastructure backlogs are identified, budgeted for and ultimately minimised. This is aided by practicing accountable financial management of our assets, which includes the following actions:

- Creation and maintenance of assets and asset data in the asset management software
- Correctly attributing assets to the capital works expenditure
- Realistic componentised depreciation of assets, which informs required annual renewal requirements
- Undertaking life-cycle cost analyses of proposed new assets/gifted assets
- Major revaluations every five years to ensure asset values are reflective of the current market

Improvements will be made to our financial management, and will be developed in detail in the asset management plans. Broadly they relate to:

- Developing clear, measurable levels of service
- Improved processes around field staff time and cost data collection
- Minor annual desktop revaluations to ensure quality of asset data

#### 2.5 Risk Management Practices

In 2017, we adopted an Enterprise Risk Management Policy to guide the formation of a risk management framework. This framework which is currently being developed will formalise the principles and practices for effective risk management across Council.

Our enterprise risk practices are aligned with AS/NZS ISO31000:2009 and seek to achieve the principles set by the standard. The following principles form a systematic process that guides us in addressing and controlling risk:

- Establishing the context of risks
  - Identifying risks
  - Analysing risks
  - Addressing risks
  - Monitoring and reviewing risks
  - Communication and consultation
- As owner of a \$2.6 billion infrastructure asset portfolio, we are exposed to a multitude of asset related risks which have the potential to adversely affect community safety, our finances and reputation, the environment and our staff.

The four Asset Management Plans (AMPs) will have a section on the risks specific to the asset portfolios. In these sections, critical assets and risks are identified. Upon completion of the new risk management framework, the critical assets and risks will require review to ensure that the rationale and decision making is in line with the framework.

Critical assets are defined as assets that in failure mode are likely to result in more significant financial, environmental and social cost in terms of impact on organisational objectives. These assets cannot reach failure, and have lower thresholds of intervention than the rest of our asset stock. Examples of these assets include:

- Seawalls that protect our high value assets such as buildings
- Culverts on major roads
- Retaining walls that support major roads
- Bridges that service high volumes of vehicle and pedestrian movements
- Significant built structures such as grandstands

Assets we have identified as critical are inspected at a higher frequency than other assets (in most cases annually), commensurate with the level of risk associated with them.

Critical Risks are asset related risks we have assessed and deemed as 'high risk'. Risk treatments are identified, developed and implemented for these assets. Examples of Critical Risks include playground equipment failure, slips and trips on pathways and entrapment issues in rockpool pump wells.

## 2.6 Best Practice Guidelines

We subscribe to the Institute of Public Works Engineering Australasia (IPWEA), which provides a number of resources for councils in asset management including:

- NAMS.PLUS asset management platform includes templates, tools and training to staff to assist with their asset management planning,
- Various Practice Notes applicable to and relevant to our assets.

The NAMS.PLUS platform is an organisation-based subscription program available to all staff in the organisation and provides up-to-date knowledge and skills on best practice asset management. In addition to IPWEA training modules, staff are encouraged to attend IPWEA asset management related training sessions, workshops and seminars.

The International Infrastructure Management Manual (IIMM) and the Australian Infrastructure Financial Management Guidelines (AIFMG) are also referenced in our asset management practices. The IIMM is widely recognised by practitioners as a best practice manual for providing guidance to those responsible or involved in managing assets, including asset managers, asset planners, operators and developers. The content of the IIMM is strongly aligned to international standards, including the ISO55000 suite of standards for asset management. The AIFMG links the technical and financial aspects of infrastructure management.

The Office of Local Government's Integrated Planning & Reporting Manual provides guidelines to councils to ensure our reporting documents are integrated and meaningful to the community.

We are also implementing an improvement program to advance our current asset management maturity and improve practices, which has been reflected in this Strategy.



## Community Engagement

### 3.1 Annual Community Survey

We recognise the importance of community engagement to gain a better understanding of how the community views our performance in managing its assets. We believe effective engagement is crucial in ensuring a fair and unbiased snapshot of the community's views of our management. In June 2017, we undertook our first Annual Community Survey (ACS) as an amalgamated Council. The survey provides information on those asset related services that the community values the most, those that the community is satisfied with, and those that may need further attention.

### 3.2 Community Responses on Assets and Services

The survey found the community valued assets such as beaches, headlands and rock pools, followed by parks and recreation areas, waterways, creeks and lagoons, local roads and footpaths.

#### 3.2.1 Importance

Importance is measured on a scale of 1 being not important and 5 being very important to the community.

**Table 1: Highly Important Assets/Services**

	Mean Rating (out of 5)
Maintenance of beaches, headlands and rock pools	4.67
Parks and recreation areas (including playgrounds)	4.62
Managing and protecting creeks, lagoons and waterways	4.57
Condition of local roads	4.52
Footpaths	4.49

These assets were rated of lower importance as they may not be used regularly by all members of the community:

**Table 2: Assets/Services with lower importance rating**

	Mean Rating (out of 5)
Wharves and boat ramps	3.27
Arts and cultural facilities	3.75
Warringah and Manly Aquatic Centres	3.79
Bike paths	3.86
Bus shelters	3.97
Community centres	3.99

#### 3.2.2 Satisfaction

The community also rated their satisfaction of various assets and services on a scale of 1 being not satisfied and 5 being very satisfied.

Library services, beaches and rock pools, parks and recreation areas, trails and tracks, and village and town centres were rated by the community as the top five assets and services they were most satisfied with.

**Table 3: Highly Satisfied Assets/Services**

	Mean Rating (out of 5)
Library Services	4.06
Maintenance of beaches, headlands and rock pools	3.96
Parks and recreation areas (including playgrounds)	3.87
Trails and tracks	3.69
Cleaning of villages and town centres	3.63



At the other end of the scale, parking, traffic management, condition of public toilets, bike paths, local road conditions and footpaths were the assets and services the community had a moderate level of satisfaction with.

	Mean Rating (out of 5)
Parking	2.77
Traffic Management	2.87
Condition of public toilets	2.90
Bike paths	3.03
Condition of local roads	3.04
Footpath	3.16

### 3.2.3 Performance Gap Analysis

In comparing the importance rating of each asset and service with the satisfaction rating, we can gain an understanding of what the community feels can be improved. This is achieved by undertaking a gap analysis which identified the gap between the importance and satisfaction ratings. Identifying areas for improvements can inform our current and future plans, such as our asset management plans, capital allocations, annual budgets, Delivery Program and annual Operational Plan.

The gap analysis indicates the community is extremely satisfied with library services, lifeguards on our beaches, and domestic waste collection services.

The assets and services that are most important to the community with the greatest 'performance gap are shown in Table 5.

**Table 5: Summary of Performance Gap Analysis (PGA)<sup>3</sup>**

Ranking	Service/ Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Parking	4.47	2.77	1.70
2	Traffic management	4.54	2.87	1.67
4	Condition of public toilets	4.39	2.90	1.49
5	Condition of local roads	4.52	3.04	1.48
6	Footpaths	4.49	3.16	1.33
7	Managing and protecting creeks, lagoons and waterways	4.57	3.33	1.24

Other assets that were rated highly important (rated above 4) and with a moderate to high satisfaction rating, were:

- Facilities and services for youth (4.20 importance mean; and 3.21 satisfaction mean)
- Facilities for older people (4.26 importance mean; and 3.36 satisfaction mean)
- Parks and Recreation areas (4.62 importance mean; and 3.87 satisfaction mean)
- Maintenance of beaches, headlands and rock pools (4.67 importance mean; and 3.96 satisfaction mean)
- Sportsfields and amenities (4.32 importance mean; and 3.58 satisfaction mean)
- Trails and Tracks (4.09 Importance Mean and 3.69 Satisfaction Mean)

<sup>3</sup> PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the mean satisfaction score from the mean importance score. The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Council and the expectation of the community for that service/facility



### 3.3 Community Strategic Plan Engagement

We completed a comprehensive engagement process as part of the preparation of the 10 year Community Strategic Plan. This engagement occurred in three phases from October 2016 to November 2017.

Community members were generally concerned about the implications of sustainable population growth and wanted to minimise impacts on the natural and built environment, including infrastructure. Further qualitative discussions revealed the challenges with higher housing costs were often seen in the context of infrastructure limitations on traffic, transport, community facilities, parking accessibility, open space usage, water, stormwater, sewerage, waste, local roads and footpaths.

The community also identified opportunities for improvement including:

- protecting and maintaining the natural environment assets and open spaces
- safe and friendly neighbourhoods and inclusive community spaces and services, that can change and meets the needs of youth, seniors and aged, as well as other community members
- sustainable business growth, innovative business infrastructure and diverse business opportunities

### 3.4 Community Levels of Service

The current levels of service reflect those established by the three former Councils.

The community needs to be involved in developing and defining new levels of service. An action, under this Strategy is to consult the community on expectations and priorities for assets to assist with defining new sustainable levels of service.

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## Population Growth and Demographic Trends

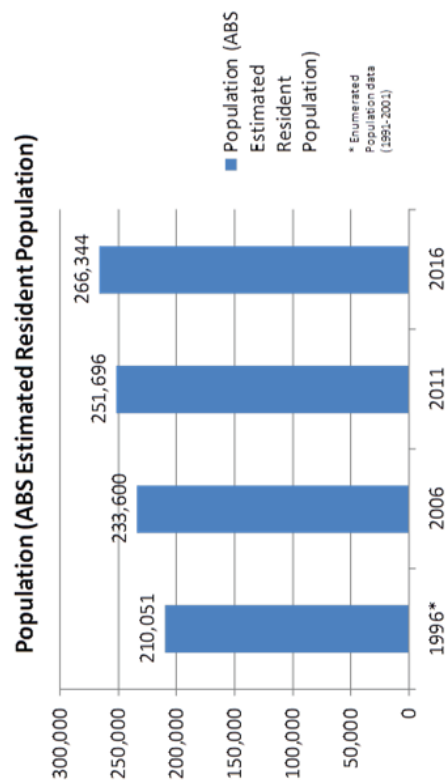
The expected demand for local infrastructure associated with population growth will require the allocation and provision of additional services throughout the life of this Strategy.

While capacity may exist to accommodate the anticipated population growth, there are some asset classes, particularly the building assets, for which we will need to plan for increased demand and adopt innovative solutions. This will allow us to manage the expectations of the community whilst retaining acceptable levels of service.

### 4.1 Population Growth of the Northern Beaches

For the 10 years to 2016 our population increased by 32,744 people to 266,344, an average increase of 3,274 people per year<sup>4</sup>. Looking over a longer period of 20 years, the average increase is 2,814 people per year<sup>5</sup>.

This steady growth is shown in the Figure 1 below.



<sup>4</sup> Estimated Resident Population 2016, at Profile ID, <https://profile.id.com.au/northern-beaches>

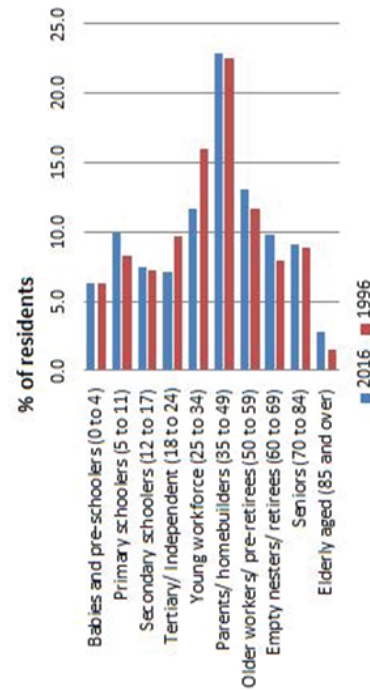
<sup>5</sup> Using Enumerated Resident Population 1996, at Profile ID, <https://profile.id.com.au/northern-beaches>

### 4.2 Service Age Group Trends

Service age groups divide the population into age categories that reflect typical life-stages. Between 1996 and 2016, proportionally the largest growth is in the service age groups:

- empty nesters and retirees aged 60 to 69 (up 1.9%);
- primary schoolers aged 5-11 (up 1.6%);
- older workers and pre-retirees aged 50 to 59 (up 1.4%); and,
- elderly aged 85 and over (up 1.2%).

## Change in Age Structure & Groups, 1996 to 2016



### 4.3 Five-year age group analysis

Further analysis of the five year age groups provides additional insight into the level of demand for age based services and facilities (e.g. child care versus older workers and pre-retirees<sup>6</sup>). As each age group covers exactly five years this enables direct comparison between each group.

The result indicate we have a higher proportion of people in the younger age groups (under 15) as well as a higher proportion of people in the older age groups (65+) compared to Greater Sydney. Overall, 19.9% of the population was aged 15 or under, and 16.6% were aged 65 years and over, compared with 18.7% and 13.8% respectively for Greater Sydney. Other differences between the age structure of the Northern Beaches' community and Greater Sydney were a:

- larger percentage of persons aged 45 to 49 (7.7% compared to 6.7%);
- smaller percentage of persons aged 25 to 29 (5.3% compared to 7.9%);
- smaller percentage of persons aged 20 to 24 (5.0% compared to 7.1%); and,
- smaller percentage of persons aged 30 to 34 (6.4% compared to 8.2%)

This means the area is enticing to pre-retirees and less attractive to younger more mobile workers and residents (aged 20-34 years). This may reflect some of the constraints of the area's transport, worker and jobs access to Greater Sydney, as well as the high cost of housing and affordability issues facing the Northern Beaches.

This shows an increasing demand over time on services for older people in our area such as pre-retirees and retirees, as well as primary school children. Sometimes, these demands can be competing and this poses challenges for future plans.

In terms of actual numbers, the largest growth has been in the parents and homebuilders age group (35-49 years). Parents and homebuilders increased by 9,513 people between 1996 and 2016 and make up 23% of the population. This increases demand for services and assets that cater for families.

By contrast the young workforce aged 25-34 has decreased by 4,340 people between 1996 and 2016. The loss in this group is a concern for the young workforce, local productivity, creativity and generational change.

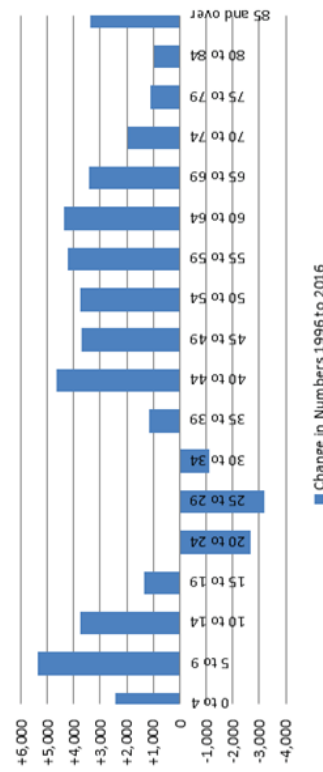
By understanding the changes to the demographics of our community, we can better understand the current level of demand for assets on the Northern Beaches and plan for the future.

<sup>6</sup> Profile ID, <http://profile.id.com.au/northern-beaches/five-year-age-groups>

#### 4.4 Age Group Changes

By examining the changes in these five year age groups we can further understand the provision of assets and related services in the Northern Beaches area. The graph below shows the changes in age groups (five year groups) across the area during the period 1996 to 2016.

**Change in Age Structure - five year age groups,  
1996 to 2016**



The age groups with the greatest growth are:

- 5-9 years (up 5,347);
- 40-44 years (up 4,655);
- 60-64 years (up 4,361); and,
- 55-59 years (up 4,246).

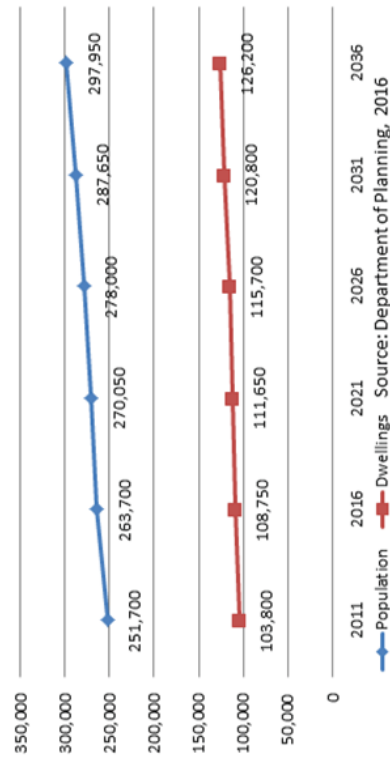
At the same time the age group 20 to 34 declined by 7,003 or 6.4%.

#### 4.5 Growing Population Forecasts

Our community is forecast to continue growing and provide a residential role in the Sydney metropolitan region.

The Department of Planning projects our population will increase by 18% (46,250 people) and new dwellings by 22% (22,400 dwellings) between 2011 and 2036<sup>7</sup>.

**Northern Beaches Population and  
Dwellings, 2011-2036**



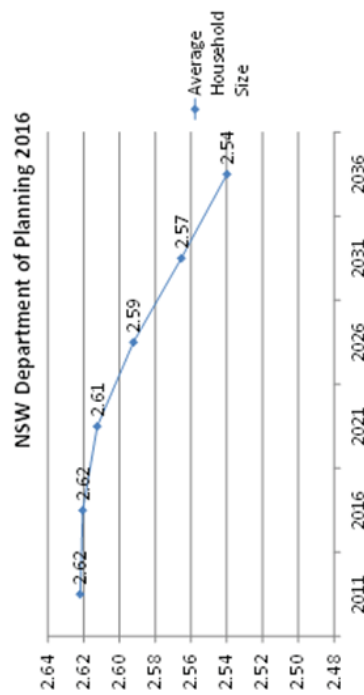
Household size is expected to decline over this period. The Department of Planning forecasts show households shrinking from 2.62 persons per household in 2016 to 2.54 persons by 2036.

<sup>7</sup> Department of Planning, New South Wales State and Local Government Area Population and Household Projections, and Implied Dwelling Requirements, October 2016



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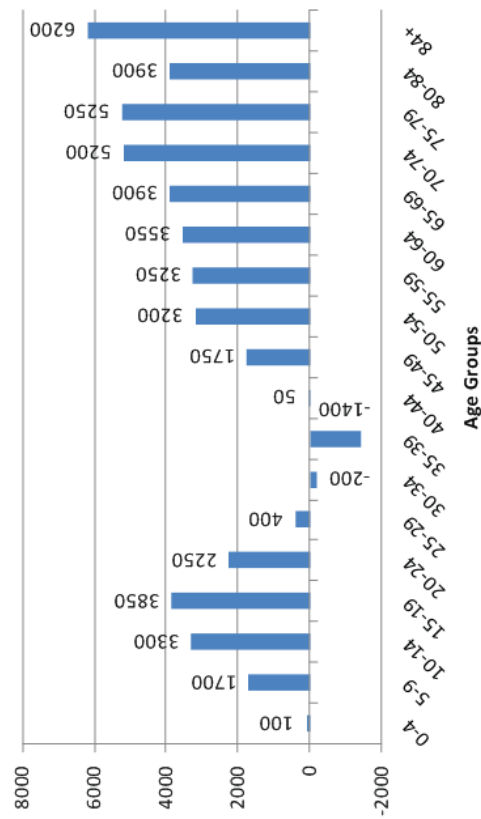
## Northern Beaches, Households Size Forecasts



Our community will also have more people aged over 45 years with a significant increase in the 70 plus group across the Northern Beaches. The forecasts also show minimal increases in young children (0-4 years), and some growth in those between 5 to 20 years.

The forecast indicates there will be fewer people aged between 25 - 29 and 40-44 years. There will also be decreases in young home makers between 30 - 39 years.

## Population Forecast 2011-2036



Source: Department of Planning 2016

### 4.6 Trends by Suburb

When planning for the current and future provision and maintenance of assets, it is important for us to consider growth suburbs within the LGA to ensure that assets and services are distributed equitably and residents can access these services without the need to travel long distances.



#### 4.6.1 Highest growing suburbs

Brookvale and Dee Why are growing suburbs and designated as a strategic centre by the NSW Department of Planning. Dee Why has experienced a high growth rate in terms of population (up 1,728 people) and dwellings (up 558) between 2011 and 2016<sup>8</sup>. However, Brookvale experienced a smaller level of actual numbers (up 604) of people, and dwellings growth (up 296)<sup>9</sup>. This growth is important for us to monitor for asset planning especially in the provision of footpaths, local road infrastructure (parking, stormwater, kerb and guttering, etc.), as well as the availability of community centres and open spaces.

Other areas demonstrating population and housing growth during the last five years to 2016 include:

- Bayview (up 736 people and 324 dwellings),
- Frenchs Forest (up 662 people and 77 dwellings),
- Narrabeen (up 665 people and 303 dwellings),
- Mona Vale (up 720 people and 421 dwellings), and
- Warriewood (up 712 people and 226 dwellings).

The associated planning of infrastructure and assets to accompany these growing areas is not only important now but in the next 10 years.

#### 4.6.2 Suburbs/Localities with the highest forecast populations in 2016-2026

The suburbs/localities that are forecast by the Council's Profile ID demographers to have the largest population growth in the period 2016 to 2026 are:

- Dee Why (up 3,394)
- Ingleside (up 3,309)
- Frenchs Forest (up 2,898)
- Narrabeen (up 1,240)
- Manly Town Centre and Pittwater Road (up 1,158)
- Belrose/Oxford Falls (up 1,082)
- Balgowlah (up 1,040)

Each of these suburbs/localities will require both assets that cater to demographics, as well as those that serve the general population. As these suburbs/localities continue to develop, we will continue to plan for and assess the needs of these communities.

<sup>8</sup> Enumerated Population estimates for Dee Why the Census counts is for people where they are on the night of the Census; and is different to the Estimated Resident Population which is by where they usually live (usual residence). Profile ID: <http://profile.id.com.au/northern-beaches/population>

<sup>9</sup> As above.

## Strategic Asset Management Objectives 2018-2028

We have identified Strategic Asset Management Objectives we are committed to achieving in the 10 year period to 2028 to enable the Asset Management Policy to be achieved.

These Objectives have been developed through internal workshops and considered the priorities identified from the results of the community satisfaction survey. The Objectives reflect the Community's Vision for the "Northern Beaches: a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment". The Objectives also reflect the importance of efficient asset management processes, continual improvement and sustainable practices.

One of the Objectives is to undertake community engagement to define levels of service across our assets. This piece of work will ensure the communities' priorities are reflected in our day-to-day management of our assets.

The other objectives aim to strengthen our knowledge and reporting framework, ensuring we continue to manage assets in accordance with best practice, and promote a positive and effective asset management culture within Council and the community.

The Objectives directly support key principles from our Asset Management Policy at Attachment A



## Action Plan

The actions to achieve our organisational asset management objectives are at Appendix B. These actions follow the same framework as the objectives and therefore directly support the key principles of our Asset Management Policy.

We have committed to establishing a reporting and monitoring system across Council. The progress will be reviewed regularly by the SAMSC, as well as reported to the Executive Leadership Team.

There are a number of priorities to achieve within the first year of the action plan to improve the knowledge, management practices and reporting across Council.



## Conclusion

This Strategy supports the Communities vision and provides a clear link between the outcomes and goals in the Community Strategic Plan and the day-to-day management of our assets.

The Strategy articulates how the principles contained within the Asset Management Policy will be achieved. The Strategy defines 12 strategic objectives for asset management across the organisation and community. The preparation of this Strategy reinforces our commitment to asset management, continuous improvement and becoming a leader in this space.

## 8.1 Appendix A: Asset Management Policy





## Council Policy

### Asset Management

#### Policy Statement

This Policy supports Council's vision and strategic objectives, and sets guidelines for implementing consistent asset management processes to existing and new assets throughout the Northern Beaches Council. The application of these principles will ensure our assets continue to provide the appropriate level of service to meet the community's needs and expectations in a sustainable manner.

#### Asset Management Principles

Council will apply nine (9) key principles in managing its assets.

- **Best Practice:** Council's asset management procedures will be developed to ensure asset management best practice is implemented throughout Council.
- **Sustainability:** Council will implement asset management in a sustainable manner balancing economic, social and community impacts while demonstrating civic and environmental leadership.
- **Levels of Service:** Agreed service levels will be determined in consultation with the community and defined in Council's Asset Management Plans.
- **Accountability & Responsibility:** Asset management accountabilities and responsibilities will be defined, understood and accepted by all involved.
- **Environment:** Council will develop and implement best value environmentally sustainable asset management practices.
- **Finances:** Council will integrate asset management, long term financial and strategic resource planning to ensure Council's long term financial sustainability.
- **Risk Management:** Council will apply risk management practices to ensure asset performance and community safety, including risks associated with climate change.
- **Life Cycle Approach:** Asset planning decisions will be based on full life cycle costs of an asset through acquisition, operation, maintenance, renewal and disposal.
- **Statutory Compliance:** Council will meet all relevant legislative requirements for asset management.

#### Scope and application

This policy applies to all employees, agents, officers and councillors of Northern Beaches Council. The Strategic Asset Management Steering Committee is responsible for ensuring the application of this Policy.

#### References and related documents

- Local Government Act 1993, Office of Local Government, NSW Government
- Local Government (General) Regulation 2005, Office of Local Government, NSW Government
- Integrated Planning & Reporting Manual for Local Government in NSW (2013), Division of Local Government, NSW Government

- International Infrastructure Management Manual (2011), IPWEA
- Australian Accounting Standards

### **Definitions**

Council's "assets" include roads, bridges, footpaths and recreational trails, car parks, furniture, stormwater network, parks and reserves, sportsgrounds, playgrounds, ocean pools, aquatic centres, buildings, and public amenities.

The members of the "*Strategic Asset Management Steering Committee*" are defined in the Strategic Asset Management Steering Committee Terms of Reference.

### **Responsible Officer**

General Manager Environment & Infrastructure

### **Review Date**

27 February 2022

### **Revision History**

Revision	Date	Change	TRIM Ref
1	28/11/2017	First draft Northern Beaches Council policy for exhibition	2017/355120
2	27/2/2018	Policy adopted by Council with minor amendment to definitions section following public exhibition and minor amendments to format as approved by the Acting Chief Executive Officer INSERT DATE TRIM reference.	2018/200557



## 8.2 Appendix B: Action Plan





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Policy Principle	Objective	Action	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Best Practice	Continue to integrate all knowledge and management systems for infrastructure assets into our corporate systems and asset registers so informed decisions can be made regarding maintenance, renewal and replacement.	Undertake a periodic audit of the asset register.	X	X	X	X	X	X	X	X	X	X
		Optimise the use of existing corporate asset management systems and explore the use of new technology to improve service delivery and achieve community expectations.	X	X	X	X	X	X	X	X	X	X
		Undertake a review of strategic documents adopted by the former Councils, to capture all actions and prioritise for consideration in future asset planning.	X									
		Undertake ongoing reviews of strategic documents to capture all actions and prioritise for consideration in future asset planning.		X	X	X	X	X	X	X	X	X
		Establish a monitoring system and report the delivery of Asset Management Strategy action plan.		X	X	X	X	X	X	X	X	X
		Develop a framework for the prioritisation of asset renewal and new capital works across infrastructure assets, and monitor the ratios against renewal and new funding.	X	X	X							
		Review and update the Asset Management Strategy, in line with the review and update of the Integrated Planning and Reporting documents, to ensure the allocation of resources is capable of delivering the services and service levels that is agreed with the community.			X				X			
		Determine the target level of maturity of asset classes, and review all elements of our asset management practice to determine our level of maturity (core, intermediate, advanced).	X	X								
		Prepare an Asset Management Improvement Program which identifies asset management practices that are at a core level and below, and identify specific actions to improve these areas. Monitor and review the improvements and developments against benchmarks.			X	X	X	X	X	X	X	X
		Review current and future guidelines, standards, and publications from industry, IPWEA, and other institutions to establish best practice for managing assets.	X	X	X	X	X	X	X	X	X	X

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Policy Principle	Objective	Action	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Best Practice	Continue to integrate all knowledge and management systems for infrastructure assets into our corporate systems and asset registers so informed decisions can be made regarding maintenance, renewal and replacement.	Establish best practice benchmarks, and monitor performance against Local Government and external organisations.	X	X	X	X	X	X	X	X	X	X
		Develop an assessment tool to optimise capital asset programs against the quadruple bottom line.	X	X								
Sustainability	Develop a framework that assesses the pillars of sustainability (economic, social, environmental, and governance) to include in all aspects of Asset Management and assets' life cycles.	Develop a 10 year strategic capital works program, which integrates into our 10 year Long Term Financial Plan, recognising both funding sources and expenditure.		X	X							
		Develop the procurement strategy that includes sustainability criteria, cost efficient work packages, and supports staff.	X									
		Review existing asset disposal policies and incorporate policies for asset disposal into all Asset Management Plans.			X	X						
		Establish a forum that allows staff to share knowledge and build internal capacity on sustainable practices.	X									
Levels of Service	Engage with the community to define levels of service across the Northern Beaches that are sustainable and measurable and monitor and report our performance on providing the agreed levels of service to the community.	Capture, collate, review, and analyse the current levels of service, and service standard. We deliver to the community across the Northern Beaches.	X									
		Prepare an engagement plan and consult the community to determine the agreed Community Levels of Service across the Northern Beaches, and educate the community on levels of service and expenditure.		X	X							
		Prepare financial models for delivering the agreed levels of service to the community and integrate these in the Long Term Financial Plan.			X							

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Policy Principle	Objective	Action	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Levels of Service	Engage with the community to define levels of service across the Northern Beaches that are sustainable and measurable and monitor and report our performance on providing the agreed levels of service to the community.	Establish performance measures and a platform to monitor and report on the performance of delivering the agreed Community and Technical Levels of Service. Monitor and review the performance.			X	X	X	X	X	X	X	X
		Undertake periodical community surveys and engagement, focused on our asset management performance, to assist in establishing the community's expectations and priorities.				X		X		X		X
		Undertake a review of services delivered to the community.	X									
Accountability & Responsibility	Improve the asset management culture of the organisation and instil ownership, accountability, improvements, and planning in order to deliver better and streamlined services to the community.	Review, define and assign responsibilities for managing assets, delivering services to the community, and capture this information in a matrix accessible to all staff.	X									
		Increase the involvement of staff in asset management discussions and planning to promote asset management knowledge and education across the organisation.	X	X	X	X	X	X	X	X	X	X
		Undertake an asset management skills matrix and prepare training needs assessment across the organisation to identify skills and training requirements of staff.			X							
Environment	Continue to promote asset management and educate staff, Councillors, and the community on asset management practices to improve the knowledge across the Northern Beaches.	Prepare skills requirement matrix for asset management positions across Council.			X							
		Develop simple communications to share across Council and the community to educate on our asset management processes and practices.	X	X	X	X	X	X	X	X	X	X
	Align asset management practices with the community's expectations on the management of our environment.	Develop tools for staff to use to assess the environmental impacts of projects.		X								
		Incorporate the use of environmental protection, climate change adaptation, mitigation and enhancement practices into projects and programs.	X	X	X	X	X	X	X	X	X	X

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Policy Principle	Objective	Action	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Environment	Align asset management practices with the community's expectations on the management of our environment.	Establish performance measures and a platform to monitor and report on the environmental performance and outcomes whilst delivering the agreed levels of service.			X							
	Improve the financial reporting capability of our corporate systems.	Establish the level of financial reporting for all asset classes and prepare a financial register to deliver the required reporting levels.	X	X	X							
Finances	Ensure there is appropriate integration between the asset register for engineering purposes and the financial register to identify the costs of our assets.	Establish a balanced level of expenditure across the asset to ensure our assets are in good, or above, condition.				X	X					
		Review asset related information systems, registers, processes, and hierarchies to ensure the information required to financially assess the assets is available.	X	X	X	X	X	X	X	X	X	X
		Establish the remaining useful lives of our assets by undertaking a full condition assessment of all infrastructure assets.	X	X	X							
		Carry out revaluations in accordance with the Asset Management Strategy.	X	X			X	X	X			X
Risk Management	Assess and prioritise risks and opportunities across the portfolio of infrastructure assets, rather than in isolation, and promote risk awareness across the organisation.	Define criticality across the organisation and identify critical assets and risks.	X									
		Integrate critical risks across the organisation.		X	X	X	X	X	X	X	X	X
		Prepare a framework for identifying, assessing, monitoring and prioritising asset risks and opportunities to the organisation.	X	X								
		Develop risk management plans for all infrastructure asset groups and integrate with our Enterprise Risk Management.			X	X						

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Policy Principle	Objective	Action	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Life Cycle Approach	Promote proactive and sustainable asset management practices and responses, and include these practices in the Asset Management Plans.	Investigate innovative practices and approaches for the provision of, maintenance and renewal of assets.	X	X	X	X	X	X	X	X	X	X
		Undertake an annual review of scheduled maintenance to identify failures and unscheduled maintenance to inform future decision making and identify improvements in maintenance practices.	X	X	X	X	X	X	X	X	X	X
		Roll out mobile technologies to all areas to improve data collection for asset management planning.	X	X	X	X	X	X	X	X	X	X
		Review service standards and develop agreed intervention levels, documented in the asset management plans, and prepare financial modelling of these standards and levels.		X		X	X	X	X	X		X
	Adopt a life cycle approach whereby all decisions and actions consider the anticipated life of an asset.	Develop a framework to apply to new assets and upgrades to be considered in the decision making process.				X	X					
		Continue the asset management forums across the infrastructure groups to discuss asset management decisions, including planning of new assets, operations and maintenance.	X	X	X	X	X	X	X	X	X	X
		Review, consolidate and update Council's design standards, specifications, and guidelines, including costs, to ensure informed decisions are made about products.	X	X	X	X	X	X	X	X	X	X
		Develop sustainable design technical guidelines to provide guidance for renewal and creation of new assets.		X	X							
		Review and determine appropriate depreciation for each of our assets, and direct this funding source to asset renewals.	X	X	X	X	X	X	X	X	X	X
		Develop a database of life cycle assessments to be utilised by staff to make informed decisions.			X	X						



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Policy Principle	Objective	Action	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Statutory Compliance	Develop a framework, supported through data, systems, and people, to reliably, effectively, resource-efficacy, and consistently prepare reports compliant under current legislation.	Develop a framework for accurate statutory reporting of asset condition, expenditure and performance that allows consistent reports and benchmarking across asset classes and financial years.	X	X	X	X	X	X	X	X	X	X
		Review and update, where necessary, our Asset Management Policy every four years as per the Policy.				X				X		
		Prepare training needs assessment and information updates for asset management staff to ensure asset management practices are compliant with relevant legislation (i.e. Roads Act, Local Government Act, environmental legislation)	X	X	X	X	X	X	X	X	X	X

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# Draft Long Term Financial Plan 2018 - 2028



## **Draft Long Term Financial Plan 2018 - 2028**

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## Introduction

The Long Term Financial Plan forms part of a Resourcing Strategy that provides the link between the Community Strategic Plan outcomes and Council's Delivery Program and Operational Plan (three and one year budgets).

It explains how the organisation will meet its obligations now and in the future, taking into account our workforce, our finances and our assets. The Resourcing Strategy enables us to deliver our services to the community in the most sustainable way.

In forecasting to 2028, we take into account a range of economic factors likely to affect our performance and finances and also make assumptions about how levels of service delivery to the community may change over time.

The Long Term Financial Plan is important because it:

- Reflects our future financial position based on delivering service levels defined in the Delivery Program
- Allows the costs of long term strategic decisions to be quantified and debated
- Assesses the financial sustainability of service levels
- Determines the risk of future strategic directions
- Allows scenario testing of different policies and service levels
- Enables testing of sensitivity and robustness of key assumptions

The Long Term Financial Plan has been developed based on:

- Fully funding the infrastructure renewal program
- Additional maintenance costs and depreciation as a result of major facilities upgrades

## Forecasting Future Budgets

In planning for the financial year 2018/19 and beyond, we have made assumptions on factors outside of our control such as inflation, wage increases and rate capping.

In other words, our current budget and long term outlook is based on the most likely scenarios.

To illustrate how further negative movements in these factors could affect our budgets in coming years, we have included a separate sensitivity analysis.

### Revenue Forecasts

In determining the likely revenue that will be available to meet the community's long-term objectives, we have considered the following:

#### Capacity for Rating

As this is a major component of Council's revenue base, the planning process will continue to include an assessment of the community's capacity and willingness to pay rates and whether there is potential for changes to the rate path. In making that judgement, Council will review the potential to reduce the reliance on rates through:

- increased revenues from other sources
- the projected impact of the rate cap
- changes in rating revenues from changing demographics and industry makeup
- opportunities for a special variation to general income
- any need to increase the reliance on rating due to a reduction of revenues from other sources such as a decline in grants and subsidies

### Fees and Charges

A number of the services we provide are offered on a user pays basis. In preparing the Long Term Financial Plan, possible future income from fees and charges, including opportunities to reduce reliance on other forms of income, has been considered.

### Grants and Subsidies

We receive an annual Financial Assistance Grant allocation from the Commonwealth as well as grants for specific programs. In preparing the Long Term Financial Plan we have assumed we will continue to receive grants. Should these grants and subsidies be reduced, our ability to provide the same level of service will be impacted.

### Borrowings

There are no anticipated new borrowings over the ten year period of the Long Term Financial Plan

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### **Expenditure Forecasts**

In developing expenditure forecasts, new expenditure items and ongoing commitments have been considered. This has included costs for capital and recurrent expenditures such as maintenance costs and capital renewals for infrastructure assets. Consideration has also been given to appropriate phasing of when the costs are expected to be incurred including expenditure for planning, construction, implementation and ongoing maintenance.

### **Financial Modelling**

The development process for the Long Term Financial Plan has included financial modelling taking account of different scenarios. This has been presented in the sensitivity analysis.

### **Performance Monitoring**

Council not only monitors its performance against the Long Term Financial Plan and the annual budget, but has also developed measures to assess its long term financial sustainability. We use financial health check performance indicators including the unrestricted current ratio, operating result, debt service ratio and capital renewal ratio. The statement of performance measures is in accordance with Local Government Code of Accounting Practice and Financial Reporting.

## Financial Planning Assumptions

In preparing the budget, consideration was given to a range of economic and political factors that affect our finances. This impacts our capability to maintain existing levels of service and long term financial sustainability.

Based on reputable sources such as Deloitte Access Economics, we have made assumptions in putting together this year's budget and long term financial outlook. The assumptions are detailed below:

### 1. Market Driven Planning Assumptions

As part of undertaking financial modelling, key assumptions that underpin the estimates must be made. The following assumptions have been used in the modelling contained in the Long Term Financial Plan.

#### Growth

In assessing future growth we have referred to NSW Planning and Environment's Final 2016 Local Government Area Population, Household and Dwelling Projections for the Northern Beaches. The Northern Beaches population is projected to increase from 263,714 in 2016 to 297,500 in 2036 at an average of 0.67% per annum, or approximately 1,747 extra persons per year.

Implied dwelling projections establish detailed information on how Sydney's population might change over the next 20 years, and the expected impact of these changes on households and the demand for dwellings.

Actual delivery of new dwellings to meet the target will require up-zoning of land with associated supporting infrastructure.

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Implied Dwellings	587	590	593	811	817	823	829	835	1022	1031
Household Projection	523	525	528	728	733	738	744	749	905	913
Population Projection	0.48%	0.48%	0.48%	0.58%	0.58%	0.58%	0.58%	0.58%	0.69%	0.69%

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### Inflation (Consumer Price Index (CPI))

In determining the inflationary increase assumption for 2018-2028 Long Term Financial Plan we have used Deloitte Access Economics Data which indicates that inflation projections will be as follows:

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Underlying Inflation	1.90%	2.11%	2.22%	2.42%	2.44%	2.39%	2.19%	2.23%	2.48%	2.54%

### 2. Revenue and Expenditure Assumptions

The following table outlines the financial planning assumptions by revenue and expenditure types. This includes a brief description as to how we have determined the assumption and impact of external influences.

#### Revenue

##### Rates

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Rates	2.30%	2.21%	2.34%	2.39%	2.38%	2.28%	2.33%	2.45%	2.43%	2.41%

The Rate Cap in 2018/19 is based on IPART's advice on 28 November 2017. Subsequent years have been calculated based on an estimate of the Local Government Cost Index. This estimation is based on 40% of costs being Employee Costs and 60% being Other Expenses.



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Annual Charges - Domestic Waste Management Charge											
Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Domestic Waste Management - former Manly	(15.0)%	2.05%	2.28%	2.40%	2.39%	2.19%	2.23%	2.48%	2.53%	2.39%	
Domestic Waste Management - former Pittwater	(15.0)%	2.05%	2.28%	2.40%	2.39%	2.19%	2.23%	2.48%	2.53%	2.39%	
Domestic Waste Management - former Warringah	No Increase	2.05%	2.28%	2.40%	2.39%	2.19%	2.23%	2.48%	2.53%	2.39%	

We calculate the Domestic Waste Management Charges (DWMC) to ensure total income of DWMC can fund the operating and maintenance costs associated with providing the service including provisions for major plant replacement. We have identified savings in administration and other operational costs as a result of economies of scale during 2017/18 and have now collected sufficient funds to facilitate a full bin replacement program in 2018/19. This has enabled us to reduce cost and move toward a consistent charge for 2019/20. This also includes an allowance for the significant changes associated with the market for recyclables as a result of China's proposed ban on importation of 24 categories of solid waste to protect the environment and public health.

For the former Manly and Pittwater Council areas this has resulted in a decrease in the DWMC for 2018/19. In addition Council is due to commence a new waste collection contract and align services for the former council areas from 2019/20. While saving are anticipated via the new collection contract(s) no allowance has been made in the projections. It has been assumed that costs and therefore the DWMC will increase in line with underlying inflation from 2019/20.

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### User Fees and Charges

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Fees and charges (non-statutory)	1.90%	2.05%	2.28%	2.40%	2.39%	2.19%	2.23%	2.48%	2.53%	2.39%

User Fees and Charges are based on Statutory Charges. These are determined under relevant legislation. While Non-Statutory Charges such as Childcare Fees and Venue Hire, are determined by applying our Pricing Policy which incorporates the Local Government Competitive Neutrality Guidelines, CPI has been used to project our revenue for future years from User Fees and Charges.

### Interest and Investment Revenues

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Return on Investment Portfolio	2.80%	3.40%	3.65%	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%

We have used information provided by our Investment Advisors and Deloitte Access Economics to determine forecast projections for interest on investments based on forecast cash balances over the 10 year period.

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Other Revenues

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
CPI (underlying inflation)	1.90%	2.05%	2.28%	2.40%	2.39%	2.19%	2.23%	2.48%	2.53%	2.39%

Other Revenue principally comprises Lease Income, Recycling Revenue, Fine Income and revenue from other activities including Special Events, merchandising, food and beverage sales at the Aquatic Centres and Glen Street Theatre. CPI detailed above has been used to project our revenue for future years.

Grants and Contributions - Operating Purposes

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
CPI (underlying inflation)	1.90%	2.05%	2.28%	2.40%	2.39%	2.19%	2.23%	2.48%	2.53%	2.39%

We receive a number of operational grants from various Government agencies. The largest of these being the Financial Assistance Grant and we have assumed that this will continue. We have also assumed we will continue to receive other operating grants in relation to ongoing operations e.g. salary grants and that these will increase annually in line with CPI. Other operating grants received for specific project related purposes have been included in the year we anticipate they will be received.

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#### Grants and Contributions - Capital Purposes

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
CPI (underlying inflation)	1.90%	2.05%	2.28%	2.40%	2.39%	2.19%	2.23%	2.48%	2.53%	2.39%

S94 and S94A Developer Contributions are a significant source of capital revenue. Predicting the amount of revenues received from this source is extremely difficult as it is essentially market driven and depends on the timing of developments. We have assumed \$8.5 million in contributions in the 2018/19 financial year and these will increase annually in line with CPI.

We have also assumed we will continue to receive other capital grants in relation to ongoing programs and that these will increase annually in line with CPI. Other capital grants received for specific project related purposes have been included in the year we anticipate they will be received.

#### Gain on Disposal of Assets

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
CPI (underlying inflation)	1.90%	2.05%	2.28%	2.40%	2.39%	2.19%	2.23%	2.48%	2.53%	2.39%

Gains on Disposal of Assets is predominantly received from the sale of plant and fleet. Future years are based on the assumption that these sales will continue at their current level and will increase annually in line with CPI

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Expenditure

Employee Benefits and On Costs

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Industry Award Base Increase	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Industry Award Step Increase	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
Superannuation Guarantee Levy	9.50%	9.50%	9.50%	10.00%	10.50%	11.00%	11.50%	12.00%	12.00%	12.00%
Productivity Savings	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%

The current Local Government State Award which expires on 30 June 2020 provides for an annual increase as well as salary band step increases of 2.5% in 2018/19 and 2.5% in 2019/20. We have assumed that the new Local Government State Award increases will remain at 2.5% per annum over the remainder of the term of the Long Term Financial Plan. Other assumptions relating to employee costs in the Long Term Financial Plan include:

- No change in existing employee working hours.
- A 6.5% vacancy in establishment permanent positions in each financial year.
- Average increase as a result of Award based Salary Band step increases will be 0.2% per annum.
- Superannuation expenditure based on the freezing of the statutory contribution rate at 9.5% until 2021/22. The contribution will then incrementally increase to 12.0% by 2025/26.
- Achieving productivity improvements through continuous improvement programs will average 0.2% per annum.



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### Borrowing Costs

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Interest Rate - New Borrowings	4.10%	4.70%	4.95%	5.20%	5.20%	5.20%	5.20%	5.20%	5.20%	5.20%
Tip Remediation Discount	\$1.164m	\$1.225m	\$1.298m	\$1.376m	\$1.458m	\$1.546m	\$1.639m	\$1.737m	\$1.841m	\$1.952m

Borrowing costs over the 10 year period comprise a number of components:

Interest incurred on borrowings for major infrastructure works - where borrowings have already been undertaken the interest rate identified in the Loan Agreement has been used. Where new borrowings are proposed the interest rate has been calculated based on the assumed Interest Rate on Investments and an additional margin of 1.3%.

Finance Lease Interest Charges - rates on these borrowings are forecast in accordance with the rates outlined above. These have been calculated based on the assumed Interest Rate on Investments plus 2.5%.

Tip Remediation Discount - this relates to the remediation of the waste landfill site at Kimbriki. These have been based on the current Remediation Plan and a discount rate of 6% per annum. The Remediation Plan is currently being updated and it is anticipated the Tip Remediation Discount may increase by approximately \$200,000 per annum principally as a result of a revision to the discount rate. If this occurs it will be reflected in the final plan.

### Materials & Contracts

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
CPI (underlying inflation)	1.90%	2.05%	2.28%	2.40%	2.39%	2.19%	2.23%	2.48%	2.53%	2.39%

Materials and contracts including Domestic Waste Management costs and other expenses which represent the principal costs used to deliver services to the community are forecast to increase in line with the CPI. While the rate of growth projected is uneven it is forecast to average 2.3% per annum.

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**Depreciation and Amortisation**

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Projected Depreciation Cost	\$34.6m	\$37.4m	\$38.5m	\$39.8m	\$41.1m	\$42.2m	\$43.4m	\$44.7m	\$46.1m	\$47.4m

The depreciation methodology can be found in the Notes to the General Purpose Financial Statements. The depreciation expense assumed in the Long Term Financial Plan has been calculated in accordance with this methodology. Estimates have also been included for the projected depreciation cost of new assets which have been identified within the proposed Capital Works Program. As noted above, the Remediation Plan for the waste landfill site at Kimbriki is currently being updated and it is anticipated the depreciation of the Tip Asset may increase by approximately \$300,000 per annum. If this occurs it will be reflected in the final plan.

**Other Expenses**

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
CPI (underlying inflation)	1.90%	2.05%	2.28%	2.40%	2.39%	2.19%	2.23%	2.48%	2.53%	2.39%

Other Expenses primarily relate to Utility Costs, Insurances, Statutory Charges (including Election Costs, Emergency Services Levy and Waste Disposal Levy) and Other Program Expenditure. These are generally forecast to increase in line with CPI.

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### Underlying Savings

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Employee Costs	-	\$2.5m	\$2.5m	\$2.5m	-	-	-	-	-	-
Materials and Contracts	-	\$0.25m	\$0.25m	\$0.25m	-	-	-	-	-	-

The following are the key areas in which anticipated savings are likely to be generated:

- savings or other benefits associated with workforce efficiency and reduced salary expenditure
- reduced cost of materials and contracts based on the expectation of scale benefits associated with Council expenditure.

In addition to the savings areas identified above, it is recognised that operational assets such as those utilised for staff accommodation may be subject to rationalisation as a direct result of the amalgamation and that funds may therefore be available from such rationalisation. As these changes are yet to be identified no changes have been made to the Long Term Financial Plan.

As existing contracts for materials and other expenses expire and new arrangements are negotiated significant savings will be generated as a result of scale benefits. Significant savings are likely in the area of domestic waste management. However, savings generated in this area would need to be utilised for reducing domestic waste management, in accordance with Section 504(3) of the Local Government Act 1993.

### **Sensitivity Analysis (Rates; Employee Costs; Materials; Combined Impact)**

Although the assumptions listed in the previous section are our current informed estimate based on a range of reliable sources, long term financial plans are inherently uncertain.

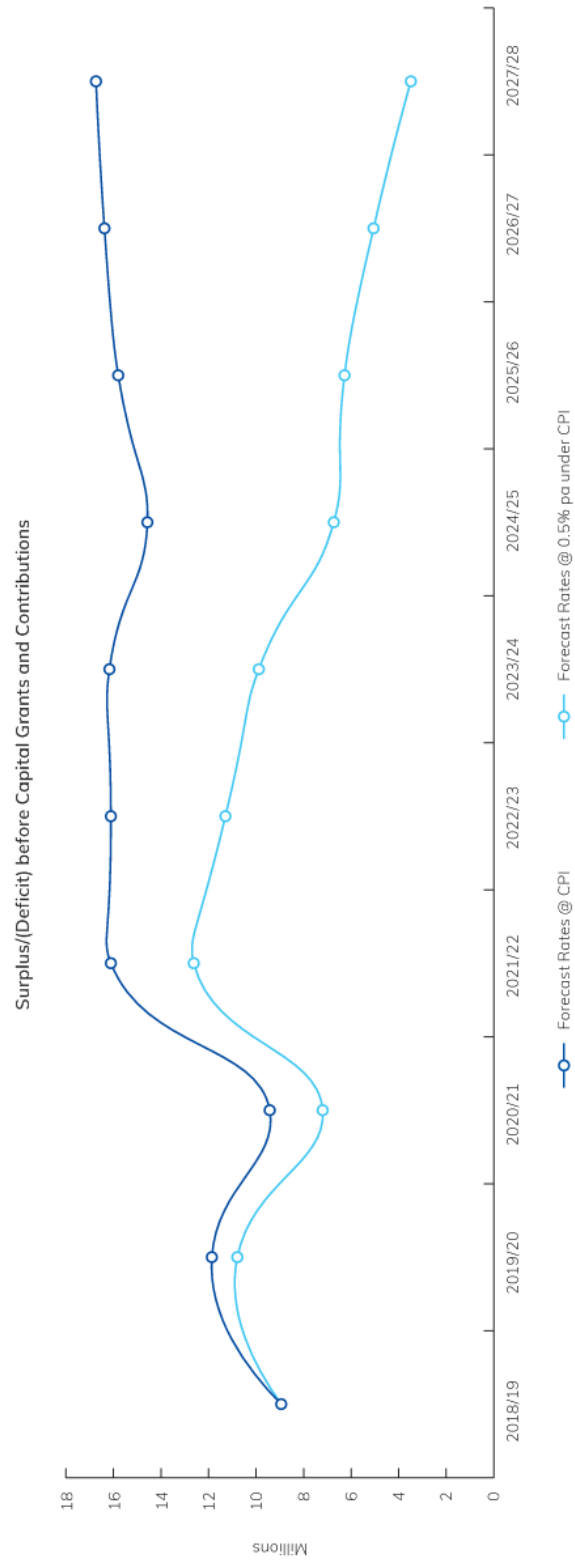
They contain a wide range of assumptions about interest rates and the potential effect of inflation on revenues and expenditures which are largely outside our control.

Developing our Long Term Financial Plan has included financial modelling taking into account the impact on our finances if trends worsen.

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## Rates

Rates comprise 61% of our total income. Rates are capped by the State Government and we can only increase rates if we apply for a special increase. If rates are held 0.5% pa below the CPI the budget will still remain in surplus for each year of the Long Term Financial Plan.

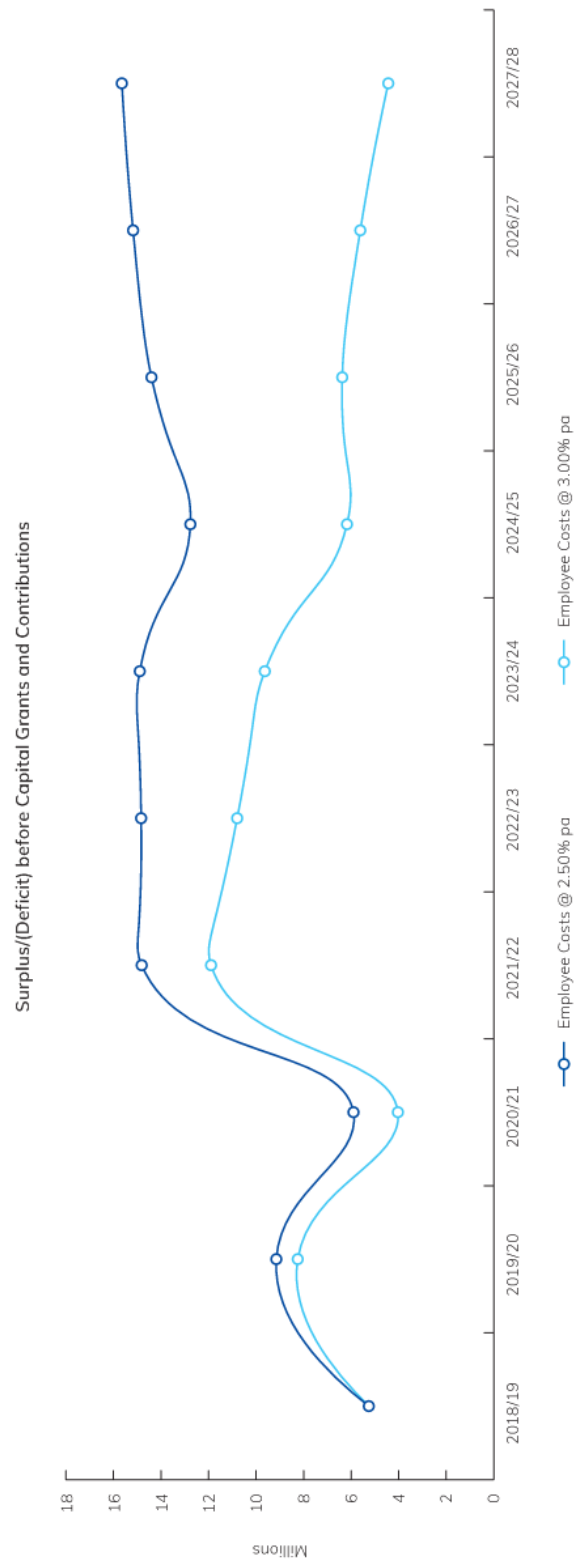




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### Employee Costs

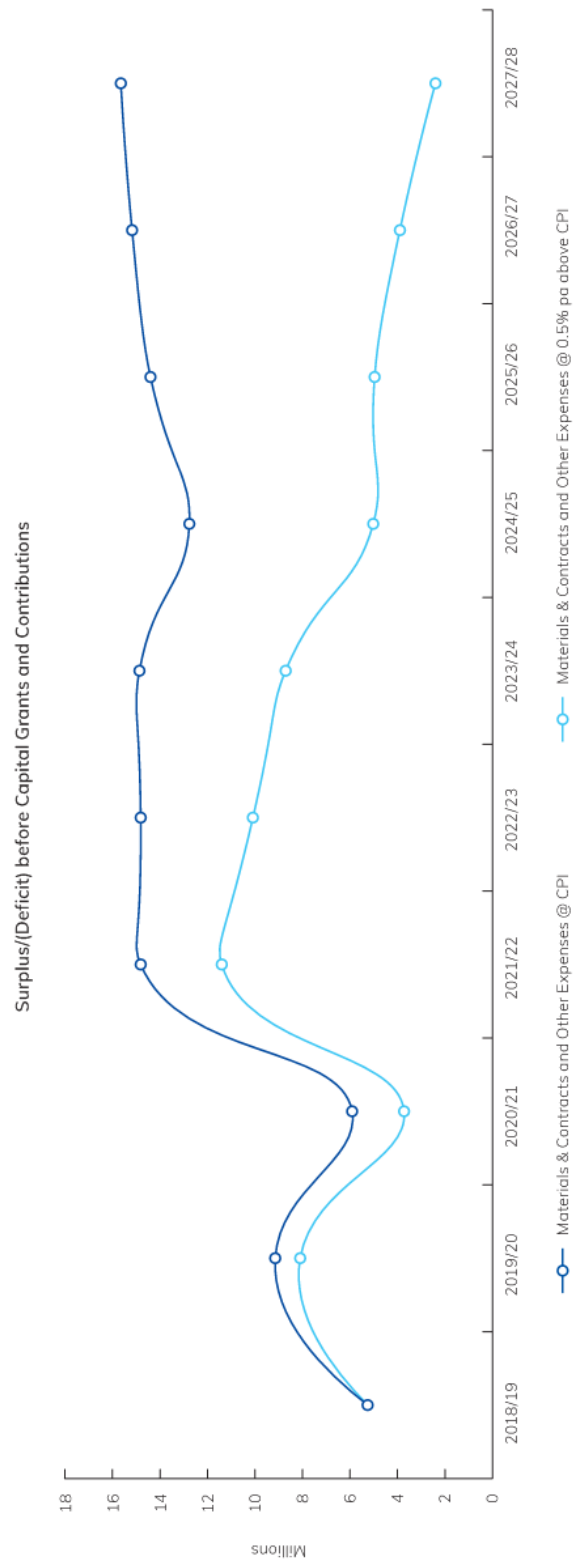
Salary growth is largely subject to the NSW Local Government Award. The current Award expires on 30 June 2020 and we have assumed an annual increase of 2.5% for each year of the Plan before step increases. If the Award increase was 0.5% pa higher the budget would still remain in surplus for each year of the Long Term Financial Plan.



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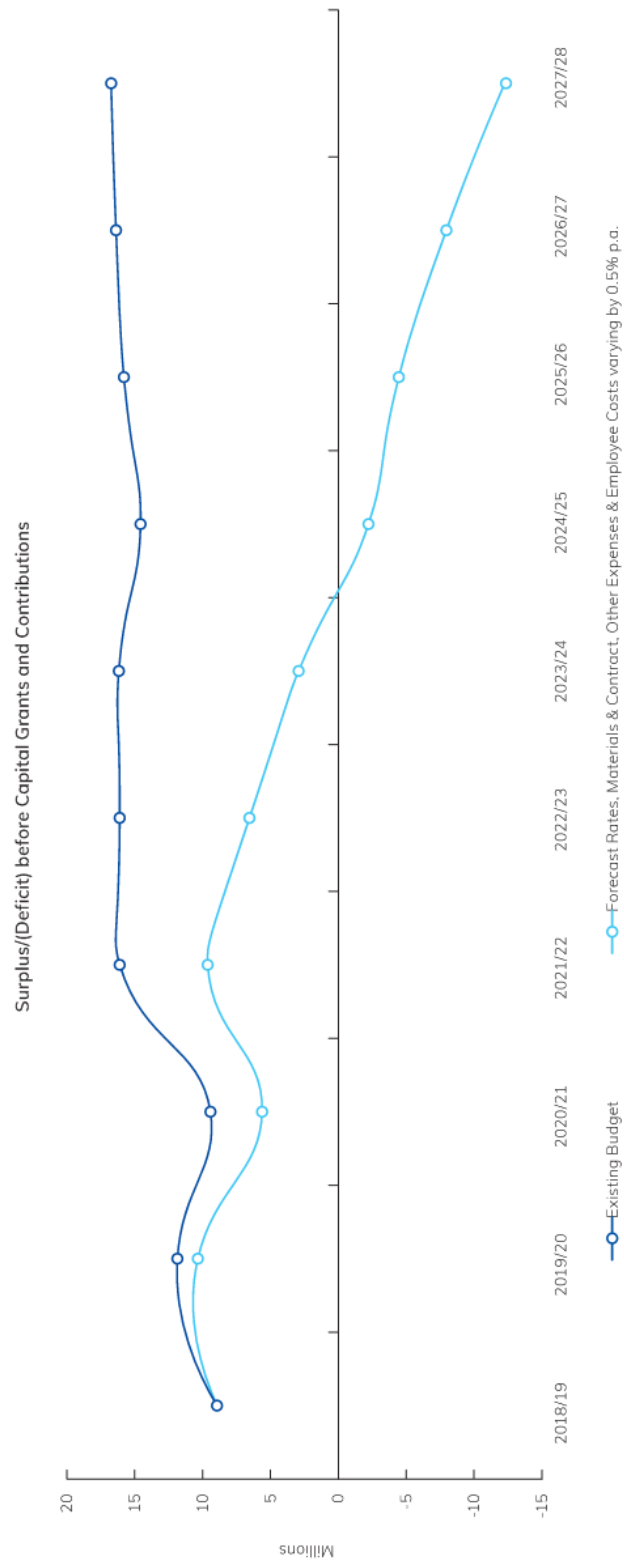
### Materials, Contracts and Other Expenses

Our budget shows we are in a good financial position; however, fluctuating market conditions could affect the price of certain Materials and Contracts. The chart shows the impact of a 0.5% pa increase in Material, Contracts and Other Expenses above the CPI. Significant increases are possible, for example electricity costs. The budget would still remain in surplus for each year of the Long Term Financial Plan.



### Combined Impact

The chart shows the combined impact rates, materials and contracts, other expenses and employee costs varying by 0.5% per annum, and would see the budget fall into deficit from 2024/25. It is highly unlikely that each of the factors would impact at the same time.







Financial Forecast 2018-2028





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## Income Statement

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
<b>Income from Continuing Operations</b>											
Rates & Annual Charges	210,179	210,047	214,689	219,712	224,963	230,318	235,569	241,058	246,963	252,965	259,061
User Charges & Fees	79,725	79,212	80,835	82,678	84,663	86,686	88,585	90,560	92,806	95,154	97,428
Interest & Investment Revenues	4,712	5,748	5,150	4,596	4,225	4,084	4,232	4,378	4,544	4,764	5,012
Other Revenues	22,802	25,279	25,797	26,385	27,018	27,664	28,270	28,900	29,617	30,366	31,092
Grants & Contributions - Operating Purposes	12,395	14,744	14,961	14,987	16,295	16,135	16,353	16,454	17,811	17,711	17,999
Grants & Contributions - Capital Purposes	20,858	11,910	12,154	12,431	12,729	13,034	13,319	13,616	13,954	14,307	14,649
Gains on Disposal of Assets	500	765	781	798	818	837	856	875	896	919	941
<b>Total Income from Continuing Operations</b>	<b>351,171</b>	<b>347,703</b>	<b>354,367</b>	<b>361,588</b>	<b>370,712</b>	<b>378,758</b>	<b>387,184</b>	<b>395,841</b>	<b>406,591</b>	<b>416,186</b>	<b>426,183</b>
<b>Expenses from Continuing Operations</b>											
Employee Benefits & On-Costs	(130,786)	(134,335)	(134,723)	(135,321)	(136,268)	(139,745)	(143,309)	(146,963)	(150,710)	(154,176)	(157,722)
Borrowing Costs	(3,972)	(3,144)	(3,005)	(2,784)	(2,567)	(2,368)	(2,232)	(2,189)	(2,169)	(2,180)	(2,290)
Materials & Contracts	(115,106)	(118,919)	(118,846)	(125,752)	(124,944)	(127,205)	(129,890)	(134,171)	(137,305)	(140,057)	(143,325)
Depreciation & Amortisation	(33,310)	(34,644)	(37,235)	(38,497)	(39,823)	(41,093)	(42,218)	(43,390)	(44,700)	(46,071)	(47,417)
Other Expenses	(40,050)	(35,807)	(36,541)	(37,374)	(38,271)	(39,186)	(40,044)	(40,937)	(41,952)	(43,013)	(44,041)
<b>Total Expenses from Continuing Operations</b>	<b>(323,224)</b>	<b>(326,849)</b>	<b>(330,349)</b>	<b>(339,729)</b>	<b>(341,872)</b>	<b>(349,595)</b>	<b>(357,692)</b>	<b>(367,650)</b>	<b>(376,836)</b>	<b>(385,497)</b>	<b>(394,796)</b>
<b>Surplus/(Deficit) from Continuing Operations</b>	<b>27,947</b>	<b>20,854</b>	<b>24,017</b>	<b>21,859</b>	<b>28,840</b>	<b>29,162</b>	<b>29,491</b>	<b>28,191</b>	<b>29,755</b>	<b>30,689</b>	<b>31,387</b>
Minority Interests	(91)	(93)	(95)	(97)	(99)	(102)	(104)	(106)	(109)	(112)	(114)
Surplus/(Deficit) attributable to Council	27,856	20,761	23,922	21,762	28,740	29,061	29,387	28,084	29,646	30,577	31,272
<b>Surplus/(Deficit) before Capital Grants &amp; Contributions</b>	<b>7,089</b>	<b>8,944</b>	<b>11,863</b>	<b>9,428</b>	<b>16,110</b>	<b>16,129</b>	<b>16,172</b>	<b>14,575</b>	<b>15,802</b>	<b>16,382</b>	<b>16,738</b>

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Balance Sheet

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
<b>Assets</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	7,723	6,960	5,813	4,411	4,016	4,117	4,292	4,438	4,652	4,939	5,231
Investments	146,732	132,235	110,453	83,801	76,298	78,213	81,552	84,326	88,390	93,845	99,396
Receivables	22,711	19,387	19,784	20,235	20,721	21,216	21,681	22,164	22,714	23,289	23,846
Inventories	2,494	82	82	82	82	82	82	82	82	82	82
Other	2,150	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510	1,510
Non-Current Assets Classified As "Held For Resale"	1,966	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>183,776</b>	<b>160,174</b>	<b>137,642</b>	<b>110,039</b>	<b>102,627</b>	<b>105,138</b>	<b>109,117</b>	<b>112,520</b>	<b>117,348</b>	<b>123,665</b>	<b>130,065</b>
<b>Non-Current Assets</b>											
Investments	1,079	954	954	954	954	954	954	954	954	954	954
Receivables	2,009	1,751	1,787	1,828	1,872	1,917	1,959	2,003	2,053	2,105	2,155
Infrastructure, Property, Plant & Equipment	4,493,448	4,810,563	4,853,058	4,891,874	4,924,187	4,947,151	4,970,610	4,994,584	5,019,142	5,044,308	5,070,064
Investments Accounted For Using The Equity Method	20	23	23	23	23	23	23	23	23	23	23
Investment Property	3,900	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080	2,080
Intangible	3,963	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>4,504,419</b>	<b>4,815,371</b>	<b>4,857,902</b>	<b>4,896,759</b>	<b>4,929,116</b>	<b>4,952,125</b>	<b>4,975,626</b>	<b>4,999,644</b>	<b>5,024,252</b>	<b>5,049,470</b>	<b>5,075,276</b>
<b>Total Assets</b>	<b>4,688,195</b>	<b>4,975,545</b>	<b>4,995,544</b>	<b>5,006,798</b>	<b>5,031,743</b>	<b>5,057,263</b>	<b>5,084,743</b>	<b>5,112,164</b>	<b>5,141,600</b>	<b>5,173,135</b>	<b>5,205,341</b>
<b>Liabilities</b>											
<b>Current Liabilities</b>											
Payables	50,657	42,858	42,858	36,358	36,358	36,358	36,358	36,358	36,358	36,358	36,358
Borrowings	8,328	6,384	6,304	5,928	5,530	3,798	2,555	2,128	1,015	1,017	1,016
Provisions	29,008	29,240	28,992	28,763	28,553	28,362	28,187	28,031	27,894	27,775	27,675
<b>Total Current Liabilities</b>	<b>87,993</b>	<b>78,482</b>	<b>78,154</b>	<b>71,049</b>	<b>70,441</b>	<b>68,518</b>	<b>67,100</b>	<b>66,517</b>	<b>65,267</b>	<b>65,150</b>	<b>65,049</b>
<b>Non-Current Liabilities</b>											
Payables	-	-	-	-	-	-	-	-	-	-	-
Borrowings	42,157	26,177	21,317	16,575	11,973	8,859	6,791	5,041	4,313	3,518	2,682
Provisions	22,012	22,956	24,126	25,368	26,684	28,078	29,553	31,117	32,776	34,534	36,291
<b>Total Non-Current Liabilities</b>	<b>64,169</b>	<b>49,133</b>	<b>45,443</b>	<b>41,943</b>	<b>38,657</b>	<b>36,937</b>	<b>36,344</b>	<b>36,158</b>	<b>37,089</b>	<b>38,052</b>	<b>38,973</b>
<b>Total Liabilities</b>	<b>152,162</b>	<b>127,615</b>	<b>123,597</b>	<b>112,992</b>	<b>109,098</b>	<b>105,455</b>	<b>103,444</b>	<b>102,675</b>	<b>102,356</b>	<b>103,202</b>	<b>104,022</b>
<b>Net Assets</b>	<b>4,536,033</b>	<b>4,847,930</b>	<b>4,871,947</b>	<b>4,893,806</b>	<b>4,922,645</b>	<b>4,951,808</b>	<b>4,981,299</b>	<b>5,009,489</b>	<b>5,039,244</b>	<b>5,069,933</b>	<b>5,101,319</b>
<b>Equity</b>											
Retained Earnings	4,535,644	4,847,091	4,871,013	4,892,775	4,921,515	4,950,576	4,979,963	5,008,047	5,037,693	5,068,270	5,099,542
<b>Council Equity Interest</b>	<b>4,535,644</b>	<b>4,847,091</b>	<b>4,871,013</b>	<b>4,892,775</b>	<b>4,921,515</b>	<b>4,950,576</b>	<b>4,979,963</b>	<b>5,008,047</b>	<b>5,037,693</b>	<b>5,068,270</b>	<b>5,099,542</b>
Minority Equity Interest	389	839	934	1,031	1,130	1,232	1,336	1,442	1,551	1,663	1,777
<b>Total Equity</b>	<b>4,536,033</b>	<b>4,847,930</b>	<b>4,871,947</b>	<b>4,893,806</b>	<b>4,922,645</b>	<b>4,951,808</b>	<b>4,981,299</b>	<b>5,009,489</b>	<b>5,039,244</b>	<b>5,069,933</b>	<b>5,101,319</b>

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### Cash Flow Statement

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	210,179	210,047	214,689	219,712	224,963	230,318	235,569	241,058	246,963	252,965	259,061
User Charges & Fees	79,265	78,818	80,402	82,186	84,133	86,146	88,078	90,033	92,006	94,527	96,821
Interest & Investment Revenues	4,712	5,748	5,150	4,596	4,225	4,084	4,232	4,378	4,544	4,764	5,012
Grants & Contributions	33,253	26,654	27,115	27,418	29,025	29,169	29,672	30,070	31,765	32,018	32,648
Other	22,802	25,279	25,797	26,385	27,018	27,664	28,270	28,900	29,617	30,366	31,092
<b>Payments:</b>											
Employee Benefits & On-Costs	(130,683)	(134,610)	(134,977)	(135,557)	(136,486)	(139,944)	(143,491)	(147,127)	(150,856)	(154,304)	(157,831)
Materials & Contracts	(110,205)	(120,919)	(118,846)	(132,252)	(124,944)	(127,205)	(129,890)	(134,171)	(137,305)	(140,057)	(143,325)
Borrowing Costs	(291)	-	-	-	-	-	-	-	-	-	-
Other	(40,016)	(36,184)	(36,926)	(37,723)	(38,586)	(39,466)	(40,307)	(41,178)	(42,167)	(43,205)	(44,387)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>69,016</b>	<b>54,833</b>	<b>62,404</b>	<b>54,765</b>	<b>69,348</b>	<b>70,766</b>	<b>72,133</b>	<b>71,963</b>	<b>74,767</b>	<b>77,074</b>	<b>79,091</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Infrastructure, Property, Plant & Equipment	2,150	2,415	2,431	2,448	2,468	2,487	2,506	2,525	2,546	2,569	2,591
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(116,065)	(109,697)	(81,380)	(78,963)	(73,786)	(65,707)	(67,327)	(69,013)	(70,907)	(72,886)	(74,822)
Inventory	(45)	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by (or used in) Investing Activities</b>	<b>(113,960)</b>	<b>(107,282)</b>	<b>(78,949)</b>	<b>(76,515)</b>	<b>(71,318)</b>	<b>(63,220)</b>	<b>(64,821)</b>	<b>(66,488)</b>	<b>(68,361)</b>	<b>(70,317)</b>	<b>(72,231)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	7,815	(6,965)	(6,384)	(6,304)	(5,928)	(5,530)	(3,798)	(2,555)	(2,128)	(1,015)	(1,017)
<b>Payments:</b>											
Repayment of Borrowings & Advances	(8,328)	-	-	-	-	-	-	-	-	-	-
<b>Net cash provided by (or used in) Financing Activities</b>	<b>(513)</b>	<b>(6,965)</b>	<b>(6,384)</b>	<b>(6,304)</b>	<b>(5,928)</b>	<b>(5,530)</b>	<b>(3,798)</b>	<b>(2,555)</b>	<b>(2,128)</b>	<b>(1,015)</b>	<b>(1,017)</b>
<b>Net Increase/(Decrease) in Cash &amp; Investments</b>	<b>(45,457)</b>	<b>(59,414)</b>	<b>(22,929)</b>	<b>(28,054)</b>	<b>(7,898)</b>	<b>2,016</b>	<b>3,514</b>	<b>2,920</b>	<b>4,278</b>	<b>5,742</b>	<b>5,843</b>
<b>Plus: Cash &amp; Investments - beginning of year</b>	<b>200,991</b>	<b>199,563</b>	<b>140,149</b>	<b>117,220</b>	<b>89,166</b>	<b>81,268</b>	<b>83,284</b>	<b>86,798</b>	<b>89,718</b>	<b>93,996</b>	<b>99,738</b>
<b>Cash &amp; Investments - end of year</b>	<b>155,534</b>	<b>140,149</b>	<b>117,220</b>	<b>89,166</b>	<b>81,268</b>	<b>83,284</b>	<b>86,798</b>	<b>89,718</b>	<b>93,996</b>	<b>99,738</b>	<b>105,581</b>

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Cash and Investments Statement

Year	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000	2023/24 \$ '000	2024/25 \$ '000	2025/26 \$ '000	2026/27 \$ '000	2027/28 \$ '000
Total Cash and Investments	155,534	140,149	117,220	89,166	81,268	83,284	86,798	89,718	93,996	99,738	105,581
Represented by:											
<b>Externally Restricted</b>											
Developer Contributions	36,204	22,918	12,084	5,642	398	957	1,551	2,179	2,847	3,555	4,305
Specific Purpose Unexpected Grants	3,215	2,914	2,914	2,914	2,914	2,914	2,914	2,914	2,914	2,914	2,914
Domestic Waste Management	12,815	244	244	244	244	244	244	244	244	244	244
<b>Total Externally Restricted</b>	<b>52,234</b>	<b>26,076</b>	<b>15,242</b>	<b>8,800</b>	<b>3,556</b>	<b>4,116</b>	<b>4,709</b>	<b>5,338</b>	<b>6,005</b>	<b>6,713</b>	<b>7,463</b>
<b>Internally Restricted</b>											
Deposits, Retentions & Bonds	9,944	9,944	9,944	9,944	9,944	9,944	9,944	9,944	9,944	9,944	9,944
Employee Leave Entitlement	6,051	6,202	6,345	6,491	6,640	6,793	6,949	7,109	7,272	7,439	7,610
Other	21,673	13,004	7,802	6,242	4,994	3,995	3,196	2,557	2,046	1,637	1,310
<b>Total Internally Restricted</b>	<b>37,668</b>	<b>29,150</b>	<b>24,091</b>	<b>22,677</b>	<b>21,578</b>	<b>20,732</b>	<b>20,089</b>	<b>19,610</b>	<b>19,262</b>	<b>19,020</b>	<b>18,864</b>
<b>Total Restricted Cash</b>	<b>89,902</b>	<b>55,226</b>	<b>39,333</b>	<b>31,477</b>	<b>25,134</b>	<b>24,847</b>	<b>24,798</b>	<b>24,947</b>	<b>25,267</b>	<b>25,734</b>	<b>26,328</b>
<b>Total Unrestricted / Available Cash</b>	<b>65,632</b>	<b>84,923</b>	<b>77,887</b>	<b>57,689</b>	<b>56,134</b>	<b>58,437</b>	<b>62,000</b>	<b>64,771</b>	<b>68,729</b>	<b>74,004</b>	<b>79,253</b>

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### Capital Budget Statement

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
<b>Capital Funding</b>											
Working Capital	19,439	14,527	15,573	22,175	15,285	10,060	10,225	10,396	10,589	10,791	10,986
Depreciation	35,347	33,540	35,199	33,939	37,133	40,660	41,823	43,034	44,389	45,805	47,197
Capital Grants Contributions	11,339	5,405	6,407	2,156	2,166	-	-	-	-	-	-
External Restrictions											
- S94	12,042	10,090	13,555	12,535	12,573	10,000	10,219	10,447	10,706	10,977	11,239
- S94A	12,631	6,345	3,611	4,500	3,350	2,500	2,555	2,612	2,676	2,744	2,810
- DWM	-	19,500	-	-	-	-	-	-	-	-	-
Internal Restrictions											
- Loan	7,603	-	-	-	-	-	-	-	-	-	-
- Other	13,615	13,945	2,611	1,011	611	-	-	-	-	-	-
- Underlying Saving	1,900	3,931	1,993	200	200	-	-	-	-	-	-
Income from Sales of Assets											
- Plant and Equipment	2,150	2,415	2,431	2,448	2,468	2,487	2,506	2,525	2,546	2,569	2,591
<b>Total Capital Funding</b>	<b>116,066</b>	<b>109,697</b>	<b>81,380</b>	<b>78,963</b>	<b>73,786</b>	<b>65,707</b>	<b>67,327</b>	<b>69,013</b>	<b>70,907</b>	<b>72,886</b>	<b>74,822</b>
<b>Capital Expenditure</b>											
Plant & Equipment	7,745	28,769	8,234	6,666	4,616	5,393	5,541	5,695	5,867	6,047	6,223
Office Equipment	1,739	2,369	1,762	1,072	1,667	4,315	4,433	4,556	4,694	4,837	4,979
Furniture & Fittings	50	310	50	50	50	-	-	-	-	-	-
Land Improvements	6,177	5,630	1,540	3,800	300	216	222	228	235	242	249
Buildings	21,854	18,560	18,982	17,388	24,426	32,052	32,751	33,477	34,298	35,154	35,988
Other Structures	2,649	310	210	210	140	1,079	1,108	1,139	1,173	1,209	1,245
Roads, Bridges & Footpaths	43,215	24,967	24,301	22,223	20,531	11,218	11,526	11,845	12,203	12,577	12,945
Stormwater Drainage	9,022	7,058	12,004	12,559	8,147	9,924	10,196	10,479	10,795	11,126	11,451
Library Books	1,107	1,035	1,046	1,067	1,089	1,510	1,552	1,595	1,643	1,693	1,743
Other Assets	500	540	620	740	40	-	-	-	-	-	-
Art Collection	76	31	31	31	31	-	-	-	-	-	-
Swimming Pools	1,111	750	375	725	725	-	-	-	-	-	-
Open Space/ Recreational	20,820	19,368	12,224	12,432	12,025	-	-	-	-	-	-
<b>Total Capital Expenditure</b>	<b>116,065</b>	<b>109,697</b>	<b>81,380</b>	<b>78,963</b>	<b>73,786</b>	<b>65,707</b>	<b>67,327</b>	<b>69,013</b>	<b>70,907</b>	<b>72,886</b>	<b>74,822</b>



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Statement Of Performance Measures

Key Performance Measures are prepared in accordance with Office of Local Government methodologies as detailed below. They demonstrate performance trends on the basis of forward projections and assumptions contained in the Long Term Financial Plan and indicate that Council will meet the required benchmarks in each of ten years covered by the plan.

Year	Benchmark	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>1. Operating Performance</b>											
Total continuing operating revenue excluding capital grants and contributions less operating expenses	>0	2.44%	3.25%	2.48%	4.28%	4.19%	4.11%	3.59%	3.80%	3.86%	3.85%
Total continuing operating revenue excluding capital grants and contributions											
<b>2. Unrestricted Current Ratio</b>											
Current asset less all external restrictions	>1.5	2.27	2.10	1.99	1.99	2.13	2.30	2.42	2.62	2.80	2.99
Current liabilities less specific purpose liabilities											
<b>3. Own Source Operating Revenue</b>											
Total continuing operating revenue excluding all grants and contributions	>60%	92.32%	92.33%	92.40%	92.15%	92.28%	92.32%	92.39%	92.17%	92.29%	92.32%
Total continuing operating revenue inclusive of capital grants and contributions											
<b>4. Debt Service Cover Ratio</b>											
Operating results before capital excluding interest and depreciation/impairment/amortisation	>2x	3.10	5.15	5.44	6.50	7.08	7.70	9.90	13.08	14.79	19.82
Principal repayments (from the statement of cash flow) plus borrowing interest costs (from the income statement)											
<b>5. Rates and Annual Charges Outstanding</b>											
Rates and annual charges outstanding	<5%	2.99%	2.92%	2.85%	2.79%	2.72%	2.66%	2.60%	2.54%	2.48%	2.42%
Rates and annual charges collectable											
<b>6. Cash Expense Cover Ratio</b>											
Current period's cash and cash equivalents + term deposits	>3 months	5.74	4.71	3.60	3.13	3.27	3.34	3.39	3.47	3.60	3.74
Payments from cash flow of operating and financial activities											
<b>7. Building and Infrastructure renewals ratio</b>											
Asset renewals (renewals only for Infrastructure Assets)	>100%	117.32%	107.47%	100.74%	105.48%	105.00%	105.00%	105.00%	105.00%	105.00%	105.00%

### Statement of Borrowings

The Long Term Financial Strategy recognises debt as an important source of funds for large capital projects.

There are no anticipated new borrowings over the 10 year period of the Long Term Financial Plan, however Council will continue to review the need to borrow for

major infrastructure projects. Spreading these costs over a number of years facilitates inter-generational equity and smooths out long term expenditure peaks and troughs.

### Supporting Information

#### Commercial Activities

A number of activities we provide are defined as businesses for the purpose of National Competition Policy. We are required to report on and adopt principles of competitive neutrality in respect to these activities.

Competitive neutrality is the principle of creating a level playing field so there is no advantage over other businesses because of public ownership.

Category 1 Businesses are activities with operating revenue greater than \$2 million. We are required to determine the full costs of carrying out the business activity as far as possible including tax equivalent regime payments and return on capital.

Businesses with operating revenue of less than \$2 million are Category 2 Businesses and while reporting requirements are less rigorous, for consistency, we apply the same accounting treatment. The following activities have been identified as commercial activities.

Business Activity	NCP Category
Children's Services	1
Glen Street Theatre	1
Kimbriki Environmental Enterprises Pty Ltd	1
Parking Stations	1
Sydney Lakeside Caravan Park	1
Aquatic Centres	1
Certification Services	2





## Draft Fees and Charges 2018 / 2019



## Northern Beaches Council Fees & Charges 2018/19

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Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Childrens' Services and Community Centres



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Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Childrens' Services and Community Centres

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Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

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Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

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Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

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Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Chief Financial Officer</b>				
<b>Annual Assessment of Mains</b>				
\$n611 Fee	per assessment	Assessment	Assessment	Yes
<b>Bank Fees</b>				
Dishonoured payments	per instance	Bank Fee Charged	Bank Fee Charged	No
<b>Payment Card Fees</b>				
Payment Card Surcharge for all payments made by credit card, with the exception of Childrens' Services and Community Centres	transactional value	0.7%	0.7%	No
<b>Rates - Section 603 Certificate</b>				
Additional Urgent Fee	per certificate	40.00	40.00	No
Application fee	per certificate	80.00	80.00	No
<b>Tender Documentation Download</b>				
Fee charged for downloading documents from the electronic tender portal for tenders with expected value of less than \$500,000	each	100.00	100.00	No
Fee charged for downloading documents from the electronic tender portal for tenders with expected value of \$500,000 or more	each	150.00	150.00	No
<b>Transformation &amp; Performance</b>				
<b>Waiving of fees in accordance with the Grants and Sponsorship Policy</b>				
Fee reduction for financial hardship	each	0.00	0.00	No
One-off venue hire for event that delivers broad community benefit	each	0.00	0.00	No
Provision of services to one-off event that delivers broad community benefit	each	0.00	0.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Chief Information Officer</b>				
<b>Geographic Information System (GIS)</b>				
Airborne Laser Scanning (ALS) derived data, a) up to 1,000m2	each	100.00	100.00	No
Airborne Laser Scanning (ALS) derived data, b) per 1km2 or part thereof	each	1,000.00	1,000.00	No
Digital Data - per 1 sq. km by layer of data included in Rate	each	10.00	10.00	No
Electronic Copy of Aerial Photography - per Property	each	128.00	128.00	No
GIS Maps and Plans - A0	per copy	340.00	340.00	No
GIS Maps and Plans - A1	per copy	170.00	170.00	No
GIS Maps and Plans - A2	per copy	130.00	130.00	No
GIS Maps and Plans - A3	per copy	90.00	90.00	No
GIS Maps and Plans - A4	per copy	51.00	51.00	No
GIS Staff Administration Fee (including but not limited to preparation of maps/plan setup and data distribution)	per hour	103.00	103.00	No
<b>Government Information (Public Access) Act</b>				
Application Fee	per application	30.00	30.00	No
Discount for Financial Hardship	per hour	15.00	15.00	No
Discount for Special Benefit to the Community	per hour	15.00	15.00	No
Internal Review	per application	40.00	40.00	No
Processing Fee	per hour	30.00	30.00	No
Processing Fee for Personal Information Applications	first twenty hours	0.00	0.00	No
Providing Information on CD	per application	15.00	15.00	No
Providing Information on USB	per application	20.00	20.00	No
<b>Photocopying Charges</b>				
A3 black + white copy cost (single or double sided)	per copy	1.50	1.50	No
A3 colour copy cost (single or double sided)	per copy	3.50	3.50	No
A4 black + white copy cost (single or double sided)	per copy	0.75	0.75	No
A4 colour copy cost (single or double sided)	per copy	1.60	1.60	No
Binding A3	per copy	4.40	4.40	No
Binding A4	per copy	2.50	2.50	No
Copying of Plans - Additional pages/copies	per copy	14.00	14.00	No
Folding	per copy	33.00	33.00	No
Guillotining	per 1,000	15.00	15.00	No
Laminating	per 1/4 hour	15.00	15.00	No
Laminating A3 Pouch	per metre	8.40	8.40	No
Laminating A4 Pouch	per copy	4.40	4.40	No
Shredding	per copy	2.50	2.50	No
	per 1/4 hour	15.00	15.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Subpoena</b>				
Conduct Fee	per application	100.00	100.00	No
Search Fee	per hour	100.00	100.00	No
<b>Community Engagement &amp; Communications</b>				
<b>Advertising space - Light Pole Banners</b>				
Avalon - Charity Rate	per pole	90.00	90.00	No
Avalon - Commercial Rate	per pole	180.00	180.00	No
Brookvale Oval - Not for Profit/Charity Rate	per pole	90.00	90.00	No
Brookvale Oval - Commercial Rate	per pole	180.00	180.00	No
Dee Why Beach - Not for Profit/Charity Rate	per pole	130.00	130.00	No
Dee Why Beach - Commercial Rate	per pole	260.00	260.00	No
Long Reef Headland - Commercial Rate	per pole	180.00	180.00	No
Long Reef Headland - Not for Profit/Charity Rate	per pole	90.00	90.00	No
Mainly Beach Frontage and Manly Wharf Frontage (Small flags) Commercial Rate	per pole	100.00	100.00	No
Mainly Beach/Corso (Large flags) - Charity/Not-for-Profit Rate	per flag	150.00	150.00	No
Mainly Beach/Corso (Large flags) - Commercial Rate	per pole	350.00	350.00	No
Mainly Beach/Corso (Small flags) - Charity/Not-for-Profit Rate	per flag	20.00	20.00	No
Mona Vale - Charity Rate	per pole	90.00	90.00	No
Mona Vale - Commercial Rate	per pole	180.00	180.00	No
Narrabeen - Commercial Rate	per pole	180.00	180.00	No
Narrabeen - Not for Profit/Charity Rate	per pole	90.00	90.00	No
<b>Northern Beaches Art Exhibition</b>				
Entrant registration fee - Adult entrant	per entry	35.00	35.00	No
Entrant registration fee - Student/Concession	per entry	15.00	15.00	No
<b>Customer Services</b>				
<b>Building Long Service Levy</b>				
0.35% of the cost of construction work costing \$25,000.00 or more	per application	Fee levied by Long Service Corporation - Council accepts as agent	Fee levied by Long Service Corporation - Council accepts as agent	No
To Council for administration of the Long Service Corporation fee	per application	19.80	19.80	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Busking Permits</b>				
Application Fee and Annual Permit - over 16 years - former Pittwater and Warringah LGAs	per permit	27.00	28.00	No
Daily Permit (Adult) - former Manly LGA	per permit	30.00	31.00	No
Daily Permit (Junior - 18 years and under) - former Manly LGA	per permit	15.00	16.00	No
Monthly Permit (7 days per week for 1 month) - former Manly LGA	per permit	51.00	52.00	No
Quarterly Permit (7 days per week for 3 months) - former Manly LGA	per permit	118.00	120.00	No
<b>Parking Permit Scheme Cars - former Manly LGA</b>				
1st Permit renewal as per zone	per permit	Free	Free	No
2nd Permit renewal as per zone	per permit	41.00	42.00	No
3rd Permit renewal as per zone	per permit	108.00	110.00	No
Boat Trailer Permit (maximum one (1))	per permit	522.00	532.00	No
Box Trailer Permit (maximum one (1))	per permit	115.00	117.00	No
Permit Holders	per permit holder	5.00	5.00	No
Replacement Permit - Parking Permit Scheme, Box Trailer Permit, Boat Trailer Permit (maximum one (1))	per permit	522.00	532.00	No
Residential Permit Visitor Tag	per permit holder	5.00	5.00	No
<b>Parking Permits - Beach</b>				
Additional ratepayer permits - 01 September - 31 August. (Max. of 2)	per permit	200.00	200.00	No
Ratepayer permits 01 September - 31 August. The first two permits are free	per permit	2 free	2 free	No
Resident permits 01 September - 31 August (Max. of 2)	per permit	200.00	200.00	No
<b>Parking Permits - Church Point Reserve &amp; Predinct</b>				
Bollard key replacement bond	per key	0.00	200.00	Yes
Lease (Coupon) Parking fee - guaranteed space.	per space per annum	4,939.00	4,939.00	Yes
Non-Residents only Full Year 01 September - 31 August - there is no guaranteed space	per permit	1,000.00	1,020.00	No
Non-Residents Replacement Fee	per permit	25.00	25.00	No
Replacement coupon fee	per permit	0.00	25.00	Yes
Residents only Full Year 01 September - 31 August - there is no guaranteed space	per permit	316.00	500.00	No
Residents only Replacement Fee	per permit	25.00	25.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Parking Permits - Replacement</b>				
Replacement of Lost Permits 01 September - 31 August	per permit	100.00	102.00	No
Replacement permits for new vehicle/windscreen or damaged permits 01 September - 31 August	per permit	50.00	102.00	No
<b>Parking Permits - Rowland and Woorak Reserves only</b>				
Full Year - 01 September - 31 August	per permit	170.00	173.00	No
<b>Photocopy Fee</b>				
Black & White A3	per page	0.40	0.40	Yes
Black & White A4	per page	0.20	0.20	Yes
Colour A3	per page	3.00	3.00	Yes
Colour A4	per page	1.50	1.50	Yes
<b>Photograph</b>				
Ken Duncan Pittwater Photograph	per photo	15.00	15.00	Yes
<b>Library Services</b>				
<b>Book sales</b>				
Contact library for price	per item	Various	Various	Yes
<b>Digital Photographs</b>				
Commercial use in publications or television	per photo	60.00	60.00	Yes
High resolution	per photo	35.00	35.00	Yes
<b>Fax</b>				
ISD first page	per page	8.00	8.00	Yes
ISD subsequent page	per page	2.00	2.00	Yes
Local	per page	2.00	2.00	Yes
Mona Vale Branch Self Service	per page	1.50	1.50	Yes
STD first page	per page	3.00	3.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
STD subsequent page	per page	2.00	2.00	Yes
<b>General Fees</b>				
Book Club	per club per annum	60.00	60.00	Yes
Commercial Publications Sale	per item	Various	Various	Yes
Family History Group Membership	per person	13.00	13.00	Yes
Hold item	per item	1.00	1.00	No
Invigilation	per hour	25.00	25.00	Yes
Library Merchandise	per item	Various	Various	Yes
Lost and Damaged items	per item	\$5 plus replacement cost	\$5 plus replacement cost	No
Over due item	per item per day	0.25 up to \$10 Maximum	0.25 up to \$10 Maximum	No
Program entry	per person	Various	Various	Yes
Replacement Library Membership Cards	per card	1.00	1.00	No
<b>Meeting Room Hire</b>				
Booking Cancellation Dee Why and Glen St Libraries (less than minimum 48hrs notice provided)	per booking	30.00	30.00	Yes
Booking Cancellation Warringah Mall (less than minimum 48hrs notice provided)	per booking	60.00	60.00	Yes
Commercial Use (daily rate)	per day	250.00	250.00	Yes
Commercial Use (hourly rate)	per hour	60.00	60.00	Yes
Not for profit (daily rate)	per day	100.00	100.00	Yes
Not for profit (hourly rate)	per hour	25.00	25.00	Yes
<b>Photocopy / Scanning</b>				
A3 Black and White	per copy	0.40	0.40	Yes
A3 Colour	per copy	3.00	3.00	Yes
A4 Black and White	per copy	0.20	0.20	Yes
A4 Colour	per copy	1.50	1.50	Yes
Microfiche black and white	per copy	0.20	0.20	Yes
Print/Copy Card issue	per card	2.00	2.00	Yes
Scanning	per page	0.20	0.20	Yes
<b>Requests</b>				
Northern Beaches Council Inter-Library Loan	per item	3.00	3.00	Yes
University/Corporate/TAFE or Other Library Network Loan	per item	At Cost	At Cost	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Development Assessment</b>				
<b>1. Pre-Lodgement Meeting</b>				
a) Development with an estimated construction cost up to \$500,001	per application	750.00	765.00	Yes
b) Development with an estimated construction cost between \$500,001 - \$2,000,001	per application	1,000.00	1,020.00	Yes
c) Development with an estimated construction cost between \$2,000,001 - \$5,000,000 or subdivision up to 5 lots	per application	1,250.00	1,275.00	Yes
d) Development with an estimated construction cost between \$5,000,001 - \$20,000,000 or subdivision between 6 - 20 lots	per application	1,500.00	1,530.00	Yes
e) Development with an estimated construction cost more than \$20,000,000 or subdivision more than 20 lots	per application	2,000.00	2,040.00	Yes
<b>2. Development Application Fees</b>				
<i>Comments: These fees do not apply for tree pruning or removal applications. For additional fees, see section 5 - Additional Fees for Development Applications, Modifications and Reviews</i>				
a) Involving no physical work or demolition (e.g. change of use)	per application	285.00	285.00	No
b) Dwelling house with estimated construction cost less than \$100,001	per application	455.00	455.00	No
c) Estimated cost of works \$100,001 to \$100,001	per application	\$2615 plus \$1.44 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	\$2615 plus \$1.44 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	No
d) Estimated cost of works up to \$5,001	per application	110.00	110.00	No
e) Estimated cost of works \$5,001 to \$50,001	per application	\$170 plus \$3 for every \$1,000 (or part thereof)	\$170 plus \$3 for every \$1,000 (or part thereof)	No
f) Estimated cost of works \$50,001 to \$250,001	per application	\$352 plus \$3.64 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$50,000	\$352 plus \$3.64 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$50,000	No
g) Estimated cost of works \$250,001 to \$500,001	per application	\$1160 plus \$2.34 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	\$1160 plus \$2.34 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
h) Estimated cost of works \$500,001 to \$1,000,001	per application	\$1745 plus \$1.64 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	\$1745 plus \$1.64 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	No
i) Estimated cost of works more than \$10,000,001	per application	\$15,875 plus \$1.19 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	\$15,875 plus \$1.19 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	No
j) Strata Subdivision	per application	\$330 plus \$65 for each additional lot created by the subdivision	\$330 plus \$65 for each additional lot created by the subdivision	No
k) Subdivision of land involving the opening of a public road	per application	\$665 plus \$65 for each additional lot created by the subdivision	\$665 plus \$65 for each additional lot created by the subdivision	No
l) Subdivision of land not involving the opening of a public road	per application	\$330 plus \$53 for each additional lot created by the subdivision	\$330 plus \$53 for each additional lot created by the subdivision	No
m) Involving Advertising signs	per application	\$285 plus \$93 for each additional sign in excess of one, or based on the estimated cost of works, which ever is the greater	\$285 plus \$93 for each additional sign in excess of one, or based on the estimated cost of works, which ever is the greater	No
<b>3. Modification of Consent</b>				
<i>Comments: Modification fees based on estimated costs and works of the original development application. For additional fees, see section 5 - Additional Fees for Development Applications, Modifications and Reviews.</i>				
a) Involving minor error, incorrect description or miscalculation (Section 4.55 (1) - formerly S96(11))	per application	0.00	0.00	No
b) Minor modification involving minimal environmental impact (Section 4.55(1A) - formerly S96(1A) or Section 4.56 - formally S96 AA(1))	per application	50% of original fee or \$645 whichever is the lesser	50% of original fee or \$645 whichever is the lesser	No
c) Involving no work or demolition (e.g. change of use)	per application	50% of original fee	50% of original fee	No
d) Dwelling house estimated construction cost less than \$100,001	per application	190.00	190.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
e) Estimated cost of works up to \$5,001	per application	55.00	55.00	No
f) Estimated cost of works \$5,001 to \$250,001	per application	\$85 plus \$1.50 for every \$1,000 (or part thereof)	\$85 plus \$1.50 for every \$1,000 (or part thereof)	No
g) Estimated cost of works \$250,001 to \$500,001	per application	\$500 plus \$0.85 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	\$500 plus \$0.85 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	No
h) Estimated cost of works \$500,001 to \$1,000,001	per application	\$712 plus \$0.50 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	\$712 plus \$0.50 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	No
i) Estimated cost of works \$1,000,001 to \$10,000,001	per application	\$500,000 plus \$0.40 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	\$500,000 plus \$0.40 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	No
j) Estimated cost of works more than \$10,000,001	per application	\$4,737 plus \$0.27 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	\$4,737 plus \$0.27 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	No
<b>4. Review of Determination Fee</b>				
<b>Comments: Additional fees to be paid see section 5 Additional Fees for Development Applications, Modifications and Reviews</b>				
a) Involving no physical work or demolition	per application	142.50	142.50	No
b) Dwelling house estimated construction cost less than \$100,001	per application	190.00	190.00	No
c) Estimated cost of works up to \$5,001	per application	55.00	55.00	No
d) Estimated cost of works \$5,001 - \$250,001	per application	\$85.00 plus \$1.50 for every \$1,000 (or part thereof) of the estimated cost	\$85.00 plus \$1.50 for every \$1,000 (or part thereof) of the estimated cost	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
e) Estimated cost of works \$250,001 - \$500,001	per application	\$712 plus \$0.50 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	\$712 plus \$0.50 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	No
f) Estimated cost of works \$500,001 - \$1,000,001	per application	\$500 plus \$0.85 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	\$500 plus \$0.85 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	No
g) Estimated cost of works \$1,000,001 - \$10,000,001	per application	\$987 plus \$0.40 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	\$987 plus \$0.40 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	No
h) Estimated cost of works more than \$10,000,001	per application	\$4,737 plus \$0.27 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	\$4,737 plus \$0.27 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	No
i) Review of a Modification of Consent Application (Section 8.2(1)(b) - formally under s96AB)	per application	50% of original fee	50% of original fee	No
<b>5. Additional Fees for Development Applications, Modifications and Reviews</b>				
a) Notification Fee for DAs, Modifications and Reviews - Estimated cost of original works \$0 to \$10,000,001	per application	300.00	300.00	No
b) Notification Fee for DAs, Modifications and Reviews DAs - Estimated cost of original works greater than \$10,000,001	per application	\$300 plus \$0.50 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	\$300 plus \$0.50 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000 to a maximum payable fee of \$10,000.	No
c) Advertising Fee - Development Applications which are Advertised Development (e.g. where an Environmental Planning Instrument or Development Control Plan requires notice to be given) or Prohibited Development (e.g. existing use rights)	per application	1,105.00	1,105.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
d) Advertising Fee - Modification of Consent (Section 4.55(2) - formerly S96(2)) or Review of Determination (Section 8.2 - formerly s82A) where the Regulations or a Development Control Plan require public notice	per application	620.00	620.00	No
e) Integrated Development and/or Development requiring Concurrence - Additional processing fee	per application	140.00	140.00	No
f) Integrated Development - Referral Authority Approval Fee - cheque payable to each approval body	per referral	320.00	320.00	No
g) Review of decision to reject a development application - Estimated original cost of works less than \$100,001	per application	55.00	55.00	No
h) Review of decision to reject a development application - Estimated original cost of works \$100,000 to \$1,000,001	per application	150.00	150.00	No
i) Review of decision to reject a development application - Estimated original cost of works more than \$1,000,001	per application	250.00	250.00	No
j) Scanning fee for all documents and plans that are not provided in electronic form - Per A4 or A3 page	per page	\$5 per page	5.00	No
k) Scanning fee for all documents and plans that are not provided in electronic form - Per page larger than A4/A4	per page	\$15 per page	15.00	No
l) Designated Developments - Additional processing fee	per application	920.00	920.00	No
m) Designated Developments - Advertising Fee	per application	2,200.00	2,200.00	No
n) Design Review Panel - Additional processing fee - Residential Apartment Building (for any development where SEPP65 applies) which is referred to a Design Review Panel	per application	3,000.00	3,000.00	No
o) Modification of Consent requiring design verification - Additional processing fee - Residential Apartment Building (for any development where SEPP65 applies)	per application	760.00	760.00	No
<b>6. Other Fees</b>				
<b>Comments: These are additional fees which may be required to be paid at time of application lodgement</b>				
Deferred Commencement Review	per application	250.00	255.00	No
Written advice on Developments	per page	\$120 per page response	\$125 per page	No
<b>Strategic &amp; Place Planning</b>				
<b>Major Planning Proposal/ DCP Amendment - involving more than one lot or requiring environmental study</b>				
Additional fee when a public hearing is required	per hearing	cost recovery	cost recovery	No
Additional fee when extra time or studies or work are required post gateway approval	per proposal	cost recovery	cost recovery	No
Lodgement fee including advertising	per proposal/ amendment	50,000.00	65,000.00	No
Pre-lodgement meeting and report	per meeting/ report	5,000.00	5,000.00	No
<b>Minor Planning Proposal/ DCP Amendment - involving one lot or no environmental study</b>				

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Lodgement fee including advertising	per proposal/ amendment	25,000.00	30,000.00	No
Pre-lodgement meeting and report	per meeting/ report	2,000.00	2,000.00	No
<b>Planning Documents</b>				
Copy of certified of LEP extract	per copy	53.00	53.00	No
Copy of LEP maps only including Hazard maps	per set	100.00	100.00	No
DCP on CD or USB	per copy	40.00	40.00	No
Hard copy of a DCP including maps	per copy	200.00	200.00	No
Hard copy of contributions plans under EP&A Act	per copy	50.00	50.00	No
Hard copy of LEP including maps	per copy	200.00	200.00	No
LEP on CD or USB	per copy	40.00	40.00	No
<b>Section 149 Planning Certificate</b>				
Re-printing fee if certificate was issued less than 10 days prior	per certificate	80.00	80.00	No
Section 149(2) certificate	per certificate	53.00	53.00	No
Section 149(2)&(5) certificate	per certificate	133.00	133.00	No
Urgency fee for Section 149 certificates - produced within 3 hours	per certificate	200.00	200.00	No
<b>Community, Arts &amp; Culture</b>				
<b>Community Centres - Administration Charges</b>				
<i>Comments: Charges apply to all Community Centres</i>				
Administration Fee - applies when a booking that has already been confirmed in writing is amended	per instance	25.00	25.00	Yes
Casual Hirer - Cancellation fee - inside 7 days of booking.	per instance	100 % Deduction of total booking amount	100 % Deduction of total booking amount	Yes
Casual Hirer - Cancellation fee - within 8 - 14 days of booking.	per instance	50 % Deduction of total booking amount	50 % Deduction of total booking amount	Yes
Casual Hirer - Refundable bond - (a) Low Risk Function or Activity	per hire	300.00	300.00	No
Casual Hirer - Refundable bond - (b) Medium Risk Function or Activity	per hire	500.00	500.00	No
Casual Hirer - Refundable bond - (c) High Risk Function or Activity	per hire	1,000.00	1,000.00	No
Casual Hirer - Refundable bond - (d) Special Event / High Risk Function	per hire	1,500.00	1,500.00	No

*Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Childrens' Services and Community Centres*



Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Casual Hirer - Refundable bond - (e) Meeting 1.5 - 3 hours	per hire	100.00	100.00	No
Charge to Open Centre	per instance	150.00	150.00	Yes
Charity Discount Functions (with application form/approval process)	per hire	25 % Deduction of total booking amount	25 % Deduction of total booking amount	Yes
Election Rate		1,350.00	1,350.00	Yes
Extra Bin Required	per bin	30.00	30.00	Yes
Extra Cleaning Required	per hour	55.00	55.00	Yes
Extra Key/swipe card - Requested or replacement	per key	80.00	80.00	Yes
Fee Assistance - only to be used under special circumstances with Executive Manager Approval.	per instance	0.00	0.00	Yes
Function/Fundraiser (with application form/approval process)		25 % Deduction of total booking amount	25 % Deduction of total booking amount	Yes
Meeting hire for Community Committees endorsed by council (subject to availability) and Internal Council meetings	per hire	0.00	0.00	Yes
Penalty for hirer found using a centre outside of their booked time or without a booking. (Plus a minimum 1 hour booking charge.)	per instance	60.00	100.00	Yes
Regular Hirer - Late Payment Fee	per instance	30.00	30.00	Yes
Regular Hirer - Cancellation fee (inside 1 month of booking)	per instance	Rental Amount	Rental Amount	Yes
Regular Hirer - Non return of key (after 5 days of hire period completion)	per instance	80.00	80.00	Yes
Security Breach	per instance	100.00	100.00	Yes
<b>Community Centres - Administration Charges - (ii) from 1 January 2019 - 30 June 2019</b>				
Discount for non-profit organisations and groups	per hire	30% Deduction off hire fee	35% Deduction off hire fee	Yes
Discount for Seniors/Disability/Support groups - application and approval process	per hire	65% Deduction off hire fee	70% Deduction off hire fee	Yes
Children's party (4 hours)	per 4 hours	\$185 per four hours	\$185 per four hours	Yes
Storage Fee Large	per year	0.00	150.00	Yes
Storage Fee Medium	per year	0.00	100.00	Yes
Storage Fee Small	per year	0.00	50.00	Yes
<b>Community Centres - Allambie Public Hall - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Concession	per hour	10.00	10.00	Yes
Function B	per hour	60.00	60.00	Yes
Non Profit	per hour	17.00	17.00	Yes
Profit	per hour	26.50	26.50	Yes

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Community Centres - Allambie Public Hall - (iii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	10.00	7.95	Yes
Function	per hour	60.00	56.00	Yes
Hire Fee (formerly Profit)	per hour	26.50	26.50	Yes
Non Profit	per hour	17.00	17.25	Yes
<b>Community Centres - Avalon Recreation Centre - (i) 1 July 2018 - 31 December 2018</b>				
Activity Room 1 - Concession	per hour	14.25	14.25	Yes
Activity Room 1 - Exhibition Rate	per day	130.00	130.00	Yes
Activity Room 1 - Function B	per hour	60.00	60.00	Yes
Activity Room 1 - Non Profit	per hour	21.40	21.40	Yes
Activity Room 1 - Profit	per hour	28.50	28.50	Yes
Activity Room 1 - School Holiday/Workshop + 6 hours	per hour	21.40	21.40	Yes
Activity Room 1 - Seniors/Disability Non Profit Rate	per hour	7.15	7.15	Yes
Activity Room 2 - Children's Party	per hour	45.00	45.00	Yes
Activity Room 2 - Concession	per hour	19.55	19.55	Yes
Activity Room 2 - Exhibition Rate	per day	175.00	175.00	Yes
Activity Room 2 - Function A	per hour	80.00	80.00	Yes
Activity Room 2 - Non Profit	per hour	29.35	29.35	Yes
Activity Room 2 - Profit	per hour	39.10	39.10	Yes
Activity Room 2 - School Holiday/Workshop + 6 hours	per hour	29.35	29.35	Yes
Activity Room 2 - St Marks Anglican Church - Friday Night Youth Program	per hour	9.80	9.80	Yes
Activity Room 3 - Seniors/Disability Non Profit Rate	per hour	6.25	6.25	Yes
Activity Room 3 - Concession	per hour	12.45	12.45	Yes
Activity Room 3 - Exhibition Rate	per day	130.00	130.00	Yes
Activity Room 3 - Non Profit	per hour	18.70	18.70	Yes
Activity Room 3 - Profit	per hour	24.90	24.90	Yes
Activity Room 3 - School Holiday/Workshop + 6 hours	per hour	18.70	18.70	Yes
Activity Room 4 - Concession	per hour	18.55	18.55	Yes
Activity Room 4 - Exhibition Rate	per day	175.00	175.00	Yes
Activity Room 4 - Function A	per hour	80.00	80.00	Yes
Activity Room 4 - Non Profit	per hour	27.85	27.85	Yes
Activity Room 4 - Profit	per hour	37.10	37.10	Yes
Activity Room 4 - School Holiday/Workshop + 6 hours	per hour	27.85	27.85	Yes
Avalon Annexe - Seniors/Disability Profit Rate	per hour	19.20	19.20	Yes
Avalon Annexe - Children's Party	per hour	45.00	45.00	Yes
Avalon Annexe - Concession	per hour	19.20	19.20	Yes
Avalon Annexe - Exhibition Rate	per day	175.00	175.00	Yes
Avalon Annexe - Function A	per hour	80.00	80.00	Yes
Avalon Annexe - Non Profit	per hour	28.80	28.80	Yes
Avalon Annexe - Profit	per hour	38.40	38.40	Yes
Avalon Annexe - School Holiday/Workshop + 6 hours	per hour	28.80	28.80	Yes
Dance Parties - 6 hours - includes use of Main Hall and Activity Rooms	per 6 hours	2,300.00	2,300.00	Yes

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Early Childhood Centre - Concession	per hour	13.35	13.35	Yes
Early Childhood Centre - Non Profit	per hour	20.05	20.05	Yes
Early Childhood Centre - Profit	per hour	26.70	26.70	Yes
Main Hall - Basketball Shooting - 1/2 Court	per hour	13.00	13.00	Yes
Main Hall - Basketball Shooting - Full Court	per hour	26.00	26.00	Yes
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Concession	per hour	29.70	29.70	Yes
Main Hall - Election Rate	per day	1,350.00	1,350.00	Yes
Main Hall - Exhibition Rate	per day	450.00	450.00	Yes
Main Hall - Function A	per hour	80.00	80.00	Yes
Main Hall - Non Profit	per hour	44.55	44.55	Yes
Main Hall - Profit	per hour	59.40	59.40	Yes
Main Hall - School Holiday/Workshop + 6 hours	per hour	44.55	44.55	Yes
Main Hall - St Marks Anglican Church - Friday Night Youth Program	per hour	14.85	14.85	Yes
Meeting Room - Concession	per hour	8.20	8.20	Yes
Meeting Room - Non Profit	per hour	12.30	12.30	Yes
Meeting Room - Profit	per hour	16.40	16.40	Yes
Meeting Room - School Holiday/Workshop + 6 hours	per hour	12.30	12.30	Yes
<b>Community Centres - Avalon Recreation Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Activity Room 1 - Concession	per hour	14.25	6.90	Yes
Activity Room 1 - Exhibition Rate	per day	130.00	135.00	Yes
Activity Room 1 - Function	per hour	60.00	46.00	Yes
Activity Room 1 - Hire Fee (formerly Profit)	per hour	28.50	23.00	Yes
Activity Room 1 - Non Profit	per hour	21.40	14.95	Yes
Activity Room 2 - Concession	per hour	18.35	10.50	Yes
Activity Room 2 - Function	per hour	80.00	70.00	Yes
Activity Room 2 - Hire Fee (formerly Profit)	per hour	39.10	35.00	Yes
Activity Room 2 - Non Profit	per hour	27.50	22.75	Yes
Activity Room 3 - Concession	per hour	14.25	6.90	Yes
Activity Room 3 - Exhibition Rate	per day	130.00	135.00	Yes
Activity Room 3 - Function	per hour	60.00	46.00	Yes
Activity Room 3 - Hire Fee (formerly Profit)	per day	24.90	23.00	Yes
Activity Room 4 - Exhibition Rate	per day	175.00	180.00	Yes
Activity Room 4 - Function	per hour	80.00	70.00	Yes
Activity Room 4 - Function A	per hour	83.35	0.00	Yes
Activity Room 4 - Hire Fee (formerly Profit)	per hour	37.10	35.00	Yes
Activity Room 4 - Non Profit	per hour	27.50	22.75	Yes
Activity Room 4 - Profit	per hour	36.65	0.00	Yes
Activity Rooms - Seniors/Disability Non Profit Rate	per hour	7.15	0.00	Yes
Avalon Annexe - Exhibition Rate	per day	175.00	180.00	Yes
Avalon Annexe - Function	per hour	80.00	70.00	Yes
Avalon Annexe - Hire Fee (formerly Profit)	per hour	37.10	35.00	Yes
Early Childhood Centre - Concession	per hour	13.35	6.90	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Early Childhood Centre - Hire Fee (formerly Profit)	per hour	26.70	23.00	Yes
Early Childhood Centre - Non Profit	per hour	20.05	14.95	Yes
Main Hall - Basketball Shooting - 1/2 Court	per hour	13.00	13.30	Yes
Main Hall - Basketball Shooting - Full Court	per hour	28.20	26.50	Yes
Main Hall - Exhibition Rate	per day	450.00	460.00	Yes
Main Hall - Function	per hour	0.00	110.00	Yes
Main Hall - Hire Fee (formerly Profit)	per hour	59.40	55.00	Yes
Meeting Room - Concession	per hour	8.20	4.80	Yes
Meeting Room - Hire Fee (formerly Profit)	per hour	16.40	16.00	Yes
Meeting Room - Non Profit	per hour	12.30	10.40	Yes
Meeting Room - School Holiday/Workshop + 6 hours	per hour	12.15	0.00	Yes
<b>Community Centres - Beacon Hill War Memorial Hall - (i) 1 July 2018 - 31 December 2018</b>				
Lower Hall - Concession	per hour	9.50	9.50	Yes
Lower Hall - Function B	per hour	60.00	60.00	Yes
Lower Hall - Non profit	per hour	16.00	16.00	Yes
Lower Hall - Profit	per hour	25.50	25.50	Yes
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Concession	per hour	15.00	15.00	Yes
Main Hall - Function A	per hour	80.00	80.00	Yes
Main Hall - Non-Profit	per hour	23.00	23.00	Yes
Main Hall - Profit	per hour	37.00	37.00	Yes
Main Hall & Meeting Room Hall - Election Rate	per day	1,350.00	1,350.00	Yes
Main Hall & Meeting Room Hall - Vacation Care	per hour	17.50	17.50	No
Meeting Room - Concession rate	per hour	7.50	7.50	Yes
Meeting Room - Non Profit rate	per hour	10.50	10.50	Yes
Meeting Room - Profit rate	per hour	15.50	15.50	Yes
<b>Community Centres - Beacon Hill War Memorial Hall - (ii) 1 January 2019 - 30 June 2019</b>				
Lower Hall - concession	per hour	9.50	6.90	Yes
Lower Hall - Function	per hour	60.00	46.00	Yes
Lower Hall - Hire Fee (formerly Profit)	per hour	25.50	23.00	Yes
Lower Hall - Non profit	per hour	16.00	14.95	Yes
Main Hall - Concession	per hour	15.00	11.40	Yes
Main Hall - Function	per hour	80.00	76.00	Yes
Main Hall - Hire Fee (formerly Profit)	per hour	37.00	38.00	Yes
Main Hall - Non Profit	per hour	23.00	24.70	Yes
Main Hall & Meeting Room Hall - Election Rate	per day	1,350.00	1,350.00	Yes
Main Hall & Meeting Room Hall - Vacation Care	per hour	17.50	17.90	No
Meeting Room - Concession	per hour	7.50	4.80	Yes
Meeting Room - Hire Fee (formerly Profit)	per hour	15.50	16.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Community Centres - Belrose Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party Rate	per hour	45.00	45.00	Yes
Concession	per hour	10.50	10.50	Yes
Council Child Care Centre	per day	90.00	90.00	No
Function B	per hour	60.00	60.00	Yes
Non Profit	per hour	17.50	17.50	Yes
Profit	per hour	27.00	27.00	Yes
<b>Community Centres - Belrose Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	10.50	7.95	Yes
Council Child Care Centre	per day	90.00	91.90	No
Function	per hour	60.00	53.00	Yes
Hire Fee (formerly Profit)	per hour	27.00	26.50	Yes
Non Profit	per hour	17.50	17.25	Yes
<b>Community Centres - Brookvale Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per instance	45.00	45.00	Yes
Function B -	per hour	60.00	60.00	Yes
Hall - Concession	per hour	10.00	10.00	Yes
Hall - Non Profit	per hour	16.00	16.00	Yes
Hall - Profit	per hour	23.50	23.50	Yes
Hall & Office	per hour	13.50	13.50	Yes
<b>Community Centres - Brookvale Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Hall - concession	per hour	10.00	6.90	Yes
Hall - Non Profit	per hour	16.00	14.95	Yes
Hall & 2 Offices North Hall - Northern Beaches Community	per hour	13.50	13.50	Yes
Hall Hire Fee - North and South Halls (formerly Profit)	per hour	23.50	23.00	Yes
Hall Hire Fee - West Hall	per hour	0.00	16.00	Yes
<b>Community Centres - Collaroy Plateau Progress Hall - (i) 1 June 2018 - 31 December 2018</b>				
Kindergarten	per day	100.00	100.00	Yes
<b>Community Centres - Collaroy Plateau Progress Hall - (ii) 1 January 2019 - 30 June 2019</b>				

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres



Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Kindergarten	per day	100.00	105.00	Yes
<b>Community Centres - Collaroy Plateau Youth &amp; Community Centre - (i) 1 June 2018 - 31 December 2018</b>				
Children's Party	per instance	45.00	45.00	Yes
Concession	per hour	11.00	11.00	Yes
Function - Large Hall	per hour	80.00	80.00	Yes
Non Profit	per hour	18.00	18.00	Yes
Profit	per hour	27.50	27.50	Yes
Railway Modellers	per week	110.00	110.00	Yes
<b>Community Centres - Collaroy Plateau Youth &amp; Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	11.00	8.40	Yes
Function	per hour	80.00	56.00	Yes
Hire Fee (formerly Profit)	per hour	27.50	28.00	Yes
Non Profit	per hour	18.00	18.20	Yes
Railway Modellers	per week	110.00	115.00	Yes
<b>Community Centres - Collaroy Swim Club - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per 4 hours	45.00	45.00	Yes
Concession	per hour	12.00	12.00	Yes
Function B	per hour	60.00	60.00	Yes
Non Profit	per hour	19.50	19.50	Yes
Profit	per hour	28.50	28.50	Yes
<b>Community Centres - Collaroy Swim Club - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	12.00	8.40	Yes
Function	per hour	60.00	56.00	Yes
Hire Fee (formerly Profit)	per hour	28.50	28.00	Yes
Non Profit	per hour	19.50	18.20	Yes
<b>Community Centres - Creative Space - (i) 1 July 2018 - 30 December 2018</b>				
Commercial	per week	700.00	700.00	Yes
Exhibition Group	per week	350.00	350.00	Yes
Exhibition Half Gallery	per week	175.00	175.00	Yes
Exhibition Solo	per week	190.00	190.00	Yes
Market fee	per day	50.00	50.00	Yes

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Outdoor Studio	per week	55.00	55.00	Yes
Studio Double	per week	65.00	65.00	Yes
Studio Single	per week	45.00	45.00	Yes
Workshop / seminars 1	per workshop	5.00	5.00	Yes
Workshop / seminars 2	per workshop	20.00	20.00	Yes
Workshop / seminars 3	per workshop	50.00	50.00	Yes
<b>Community Centres - Creative Space - (ii) 1 January 2019 - 30 June 2019</b>				
Commercial	per week	700.00	1,000.00	Yes
Exhibition Group	per week	350.00	360.00	Yes
Exhibition Half Gallery	per week	175.00	180.00	Yes
Exhibition Solo	per week	190.00	250.00	Yes
Market fee	per day	50.00	70.00	Yes
Outdoor Studio	per week	55.00	60.00	Yes
Public Liability Contribution	per instance	0.00	25.00	Yes
Studio Double	per week	65.00	70.00	Yes
Studio Single	per week	45.00	50.00	Yes
Workshop / seminars 1	per workshop	5.00	5.00	Yes
Workshop / seminars 2	per workshop	20.00	20.00	Yes
Workshop / seminars 3	per workshop	50.00	50.00	Yes
<b>Community Centres - Cromer Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Art & Craft Room - Children's Party	per hour	45.00	45.00	Yes
Art & Craft Room - Concession	per hour	12.50	12.50	Yes
Art & Craft Room - Non Profit	per hour	17.00	17.00	Yes
Art & Craft Room - Profit	per hour	23.50	23.50	Yes
Art or Craft Room - Concession	per hour	9.00	9.00	Yes
Art or Craft Room - Profit	per hour	17.50	17.50	Yes
Art or Craft Room - Non Profit	per hour	13.00	13.00	Yes
External Showers / Toilet	per season	390.00	390.00	Yes
Food Services Rooms	per week	121.00	121.00	Yes
Gallery - Concession	per hour	11.50	11.50	Yes
Gallery - Non Profit	per hour	15.50	15.50	Yes
Gallery - Profit	per hour	23.50	23.50	Yes
Link Office / Meetings Room	per week	285.00	285.00	Yes
Lounge - Children's Party Rate	per hour	45.00	45.00	Yes
Lounge - Concession	per hour	13.00	13.00	Yes
Lounge - Function Hall Small	per hour	60.00	60.00	Yes
Lounge - Non Profit	per hour	22.50	22.50	Yes
Lounge - Profit	per hour	34.50	34.50	Yes
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Concession	per hour	14.00	14.00	Yes

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres



Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Main Hall - Function A	per hour	80.00	80.00	Yes
Main Hall - Non Profit	per hour	22.50	22.50	Yes
Main Hall - Profit	per hour	33.00	33.00	Yes
Main Hall + Gallery - Vacation Care	per hour	17.50	17.50	No
<b>Community Centres - Cromer Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Art & Craft Room Concession	per hour	12.50	6.90	Yes
Art & Craft Room Function	per hour	45.00	46.00	Yes
Art & Craft Room Hire Fee	per hour	23.50	23.00	Yes
Art & Craft Room Non Profit	per hour	17.00	14.95	Yes
External Showers / Toilet	per season	390.00	400.00	Yes
Food Services Rooms	per week	121.00	125.00	Yes
Gallery Concession	per hour	11.50	6.90	Yes
Gallery Hire Fee (formerly Profit)	per hour	23.50	23.00	Yes
Gallery Non Profit	per hour	15.50	14.95	Yes
Link Office /Meetings Room	per week	285.00	295.00	Yes
Lounge Concession	per hour	13.00	10.50	Yes
Lounge Function	per hour	60.00	70.00	Yes
Lounge Hire Fee	per hour	34.50	35.00	Yes
Lounge Non Profit	per hour	22.50	22.75	Yes
Main Hall + Gallery - Vacation Care	per hour	17.50	17.90	No
Main Hall Concession	per hour	14.00	10.50	Yes
Main Hall Function	per hour	80.00	70.00	Yes
Main Hall Hire Fee (formerly Profit)	per hour	33.00	35.00	Yes
Main Hall Non Profit	per hour	22.50	22.75	Yes
<b>Community Centres - Curl Curl Sports Centre - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Concession daily rate	per day	49.00	49.00	Yes
Concession hourly rate	per hour	13.50	13.50	Yes
Function B	per hour	60.00	60.00	Yes
Non Profit daily rate	per day	77.00	77.00	Yes
Non Profit hourly rate	per hour	19.50	19.50	Yes
Profit daily rate	per day	120.00	120.00	Yes
Profit hourly rate	per hour	29.00	29.00	Yes
<b>Community Centres - Curl Curl Sports Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Concession daily rate	per day	49.00	0.00	Yes
Concession hourly rate	per hour	13.50	8.40	Yes
Function	per hour	60.00	56.00	Yes

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Hire Fee (formerly Profit)	per hour	29.00	28.00	Yes
Non Profit daily rate	per day	77.00	0.00	Yes
Non Profit hourly rate	per hour	19.50	18.20	Yes
Profit daily rate	per day	120.00	0.00	Yes
Profit hourly rate	per hour	29.00	0.00	Yes
<b>Community Centres - Curl Curl Youth &amp; Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Concession	per hour	15.00	15.00	Yes
Main Hall - Family Day Care	per hour	26.50	26.50	No
Main Hall - Function A	per hour	80.00	80.00	Yes
Main Hall - Non Profit	per hour	30.00	30.00	Yes
Main Hall - Profit	per hour	42.00	42.00	Yes
Main Hall & Meeting Room - Vacation Care	per hour	17.50	17.50	No
Meeting Room - Concession	per hour	8.00	8.00	Yes
Meeting Room - Non Profit	per hour	10.00	10.00	Yes
Meeting Room - Profit	per hour	14.50	14.50	Yes
<b>Community Centres - Curl Curl Youth &amp; Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Main Hall - Family Day Care	per hour	26.00	17.40	No
Main Hall & Meeting Room - Vacation Care	per hour	17.50	17.90	No
Main Hall Concession	per hour	15.00	14.10	Yes
Main Hall Function	per hour	80.00	94.00	Yes
Main Hall Hire Fee (formerly Profit)	per hour	42.00	47.00	Yes
Main Hall Non Profit	per hour	30.00	30.55	Yes
Meeting Room Concession	per hour	8.00	4.80	Yes
Meeting Room Hire Fee (formerly Profit)	per hour	14.50	16.00	Yes
Meeting Room Non Profit	per hour	10.00	10.40	Yes
<b>Community Centres - Elnora Heights Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Main Hall - Elnora Community Based Non Profit Kindergarten	per hour	12.60	12.60	Yes
Main Hall - Elnora Players Production Rate	per week	410.00	410.00	Yes
Main Hall - Elnora Players Rehearsal Rate	per hour	9.00	9.00	Yes
Main Hall - Non Profit	per hour	26.95	26.95	Yes
Main Hall - Profit	per hour	35.90	35.90	Yes
Main Hall - Special Rate	per hour	19.95	19.95	Yes
<b>Community Centres - Elnora Heights Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Childrens' Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Main Hall - Elanora Community Based Non Profit Kindergarten	per hour	12.45	12.75	Yes
Main Hall - Elanora Players Production Rate	per week	395.00	410.00	Yes
Main Hall - Elanora Players Rehearsal Rate	per hour	9.00	9.50	Yes
Main Hall - Non Profit	per hour	26.95	22.75	Yes
Main Hall - Special Rate	per hour	19.95	20.50	Yes
Main Hall Hire Fee (formerly Profit)	per hour	35.90	35.00	Yes
<b>Community Centres - Forest Community Arts Centre - (i) 1 July 2018 - 31 December 2018</b>				
Art Exhibition per room	per day	130.00	130.00	Yes
Classrooms/Studio - Concession	per hour	9.50	9.50	Yes
Classrooms/Studio - Non Profit	per hour	13.00	13.00	Yes
Classrooms/Studio - Profit	per hour	18.50	18.50	Yes
Meeting Room (large) - Concession	per hour	10.50	10.50	Yes
Meeting Room (large) - Non Profit	per hour	15.50	15.50	Yes
Meeting Room (large) - Profit	per hour	22.50	22.50	Yes
Meeting Room (small) - Concession	per hour	8.00	8.00	Yes
Meeting Room (small) - Non Profit	per hour	11.00	11.00	Yes
Meeting Room (small) - Profit	per hour	15.50	15.50	Yes
Pottery Room - Concession	per hour	10.00	10.00	Yes
Pottery Room - Non Profit	per hour	14.00	14.00	Yes
Pottery Room - Profit	per hour	18.50	18.50	Yes
Studio - Children's Party	per hour	45.00	45.00	Yes
Studio - Function B	per hour	60.00	60.00	Yes
<b>Community Centres - Forest Community Arts Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Art Exhibition per room	per day	130.00	130.00	Yes
Classrooms/Studio - Concession	per hour	9.50	6.00	Yes
Classrooms/Studio - Non Profit	per hour	13.00	13.00	Yes
Classrooms/Studio Hire Fee (formerly Profit)	per hour	18.50	20.00	Yes
Kiln Firing Fee	per firing	37.00	38.00	Yes
Meeting Room (large) - Concession	per hour	10.50	6.90	Yes
Meeting Room (large) - Non Profit	per hour	15.50	14.95	Yes
Meeting Room (large) Hire Fee (formerly Profit)	per hour	22.50	23.00	Yes
Meeting Room (small) - Concession	per hour	8.00	4.80	Yes
Meeting Room (small) - Non Profit	per hour	11.00	10.40	Yes
Meeting Room (small) Hire Fee (formerly Profit)	per hour	15.50	16.00	Yes
Pottery Room - Concession	per hour	10.00	6.00	Yes
Pottery Room - Non Profit	per hour	14.00	13.00	Yes
Pottery Room Hire Fee (formerly Profit)	per hour	18.50	20.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Community Centres - Forest Youth Centre - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Concession	per hour	11.00	11.00	Yes
Function B	per hour	60.00	60.00	Yes
Non Profit	per hour	17.00	17.00	Yes
Profit	per hour	26.00	26.00	Yes
<b>Community Centres - Forest Youth Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	11.00	7.95	Yes
Function	per hour	60.00	53.00	Yes
Hire Fee (formerly Profit)	per hour	26.00	26.50	Yes
Non Profit	per hour	17.00	17.20	Yes
<b>Community Centres - Forestville Memorial Hall - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Computer Pals Room	per week	81.75	81.75	Yes
Concession	per hour	21.00	21.00	Yes
Function A	per hour	80.00	80.00	Yes
Meeting Room 2/Kitchen - Concession	per hour	8.50	8.50	Yes
Meeting Room 2/Kitchen - Non Profit	per hour	11.50	11.50	Yes
Meeting Room 2/Kitchen - Profit	per hour	16.50	16.50	Yes
Non Profit	per hour	30.00	30.00	Yes
Profit	per hour	39.00	39.00	Yes
Warringah Aquatic Centre	per hour	26.50	26.50	No
<b>Community Centres - Forestville Memorial Hall - (ii) 1 January 2019 - 30 June 2019</b>				
Computer Pals Room	per week	81.75	85.00	Yes
Concession	per hour	21.00	12.00	Yes
Function	per hour	80.00	80.00	Yes
Hire Fee (formerly Profit)	per hour	39.00	40.00	Yes
Meeting Room 2/Kitchen - Concession	per hour	8.50	4.80	Yes
Meeting Room 2/Kitchen - Non Profit	per hour	11.50	10.40	Yes
Meeting Room 2/Kitchen Hire Fee (formerly Profit)	per hour	16.50	16.00	Yes
Non Profit	per hour	30.00	26.00	Yes
Warringah Aquatic Centre	per hour	26.00	26.55	No
<b>Community Centres - Forestville Seniors Citizen Centre - (i) 1 July 2018 - 31 December 2018</b>				
Forest Room - Children's Party	per hour	45.00	45.00	Yes

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Forest Room - Concession	per hour	9.50	9.50	Yes
Forest Room - Non Profit	per hour	15.00	15.00	Yes
Forest Room - Profit	per hour	22.00	22.00	Yes
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Concession	per hour	12.50	12.50	Yes
Main Hall - Function B	per hour	60.00	60.00	Yes
Main Hall - Non Profit	per hour	22.50	22.50	Yes
Main Hall - Profit	per hour	34.00	34.00	Yes
Main Hall - Senior Citizens Club	per hour	10.00	10.00	Yes
Meeting Room - Concession	per hour	8.50	8.50	Yes
Meeting Room - Non Profit	per hour	11.00	11.00	Yes
Meeting Room - Profit	per hour	15.00	15.00	Yes
Office - Early Education	per week	75.00	75.00	Yes
<b>Community Centres - Forestville Seniors Citizen Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Forest Room - Concession	per hour	9.50	6.90	Yes
Forest Room - Non Profit	per hour	15.00	14.95	Yes
Forest Room Hire Fee (formerly Profit)	per hour	22.00	23.00	Yes
Main Hall - Concession	per hour	12.50	10.50	Yes
Main Hall - Non Profit	per hour	22.50	22.75	Yes
Main Hall - Senior Citizens Club	per hour	10.00	0.00	Yes
Main Hall Function	per hour	60.00	70.00	Yes
Main Hall Hire Fee (formerly Profit)	per hour	34.00	35.00	Yes
Meeting Room - Concession	per hour	8.50	4.80	Yes
Meeting Room - Non Profit	per hour	11.00	10.40	Yes
Meeting Room Hire Fee (formerly Profit)	per hour	15.00	16.00	Yes
Office - Early Education	per week	75.00	85.00	Yes
<b>Community Centres - Forestville Youth Centre - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Concession	per hour	11.00	11.00	Yes
Function B	per hour	60.00	60.00	Yes
Non Profit	per hour	18.50	18.50	Yes
Profit	per hour	30.00	30.00	Yes
Vacation Care	per hour	17.50	17.50	No
Workshop	per week	61.00	61.00	Yes
<b>Community Centres - Forestville Youth Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	11.00	8.40	Yes
Function	per hour	60.00	56.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Hire Fee (formerly Profit)	per hour	30.00	28.00	Yes
Non Profit	per hour	18.50	18.20	Yes
Vacation Care	per hour	17.50	17.90	No
Workshop	per week	61.00	61.00	Yes
<b>Community Centres - Griffith Park Sports Facility - (i) 1 July 2018 - 31 December 2018</b>				
Community Room - Concession	per hour	12.00	12.00	Yes
Community Room - Non Profit	per hour	17.00	17.00	Yes
Community Room - Profit	per hour	22.50	22.50	Yes
<b>Community Centres - Griffith Park Sports Facility - (ii) 1 January 2019 - 30 June 2019</b>				
Community Room - Concession	per hour	12.00	6.90	Yes
Community Room - Non Profit	per hour	17.00	14.95	Yes
Community Room Hire Fee (formerly Profit)	per hour	22.50	23.00	Yes
<b>Community Centres - Harbord Literary Institute - (i) 1 July 2018 - 31 December 2018</b>				
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Concession	per hour	11.00	11.00	Yes
Main Hall - Function A	per hour	80.00	80.00	Yes
Main Hall - Non Profit	per hour	18.00	18.00	Yes
Main Hall - Profit	per hour	28.00	28.00	Yes
Main Hall/Meeting Room - Kindergarten	per day	97.00	97.00	Yes
Meeting Room - Non Profit	per hour	10.00	10.00	Yes
Meeting Room - Profit	per hour	14.50	14.50	Yes
Meeting Room - Concession	per hour	8.00	8.00	Yes
<b>Community Centres - Harbord Literary Institute - (ii) 1 January 2019 - 30 June 2019</b>				
Main Hall - Concession	per hour	11.00	8.40	Yes
Main Hall - Non Profit	per hour	18.00	18.20	Yes
Main Hall - Function	per hour	80.00	56.00	Yes
Main Hall - Hire Fee (formerly Profit)	per hour	28.00	28.00	Yes
Main Hall/Meeting Room - Kindergarten	per day	97.00	102.00	Yes
Meeting Room - Non Profit	per hour	10.00	10.40	Yes
Meeting Room - Concession	per hour	8.00	4.80	Yes
Meeting Room - Hire Fee (formerly Profit)	per hour	14.50	16.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Community Centres - Lionel Watts Sports and Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
AFL, Football, Cricket Clubs	per year	1,550.00	1,550.00	Yes
Children's Party	per hour	45.00	45.00	Yes
Concession	per hour	11.00	11.00	Yes
Function A	per hour	80.00	80.00	Yes
Non Profit	per hour	18.00	18.00	Yes
Profit	per hour	29.00	29.00	Yes
<b>Community Centres - Lionel Watts Sports and Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
AFL, Football, Cricket Clubs	per year	1,550.00	1,600.00	Yes
Concession	per hour	11.00	7.95	Yes
Function	per hour	80.00	53.00	Yes
Hire Fee (formerly Profit)	per hour	29.00	26.50	Yes
Non Profit	per hour	18.00	17.25	Yes
<b>Community Centres - Manly Library Meeting Room - (i) 1 July 2018 - 31 December 2018</b>				
Concession	per hour	22.00	22.00	Yes
Non Profit	per hour	33.00	33.00	Yes
Profit	per hour	55.00	55.00	Yes
<b>Community Centres - Manly Library Meeting Room - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	22.00	8.40	Yes
Hire Fee (formerly Profit)	per hour	55.00	28.00	Yes
Non Profit	per hour	33.00	18.20	Yes
<b>Community Centres - Manly Senior Citizens Centre - (i) 1 July 2018 - 31 December 2018</b>				
Activity Room - Concession	per hour	16.00	16.00	Yes
Activity Room - Function B	per hour	60.00	60.00	Yes
Activity Room - Non Profit	per hour	24.00	24.00	Yes
Activity Room - Profit	per hour	40.00	40.00	Yes
Hall - Children's Party	per hour	45.00	45.00	Yes
Hall - Concession	per hour	18.00	18.00	Yes
Hall - Function A	per hour	80.00	80.00	Yes
Hall - Non Profit	per hour	27.00	27.00	Yes
Hall - Profit	per hour	45.00	45.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Community Centres - Manly Senior Citizens Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Activity Room - Concession	per hour	16.00	10.50	Yes
Activity Room - Non Profit	per hour	24.00	22.75	Yes
Activity Room Function	per hour	60.00	70.00	Yes
Activity Room Hire Fee (formerly Profit)	per hour	40.00	35.00	Yes
Hall - Concession	per hour	18.00	12.00	Yes
Hall - Function	per hour	80.00	80.00	Yes
Hall - Hire Fee (formerly Profit)	per hour	45.00	40.00	Yes
Hall - Non Profit	per hour	27.00	26.00	Yes
<b>Community Centres - Manly Vale Community Centres - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Concession	per hour	11.00	11.00	Yes
Function B	per hour	60.00	60.00	Yes
Kindergarten	per day	70.00	70.00	Yes
Non Profit	per hour	18.50	18.50	Yes
Profit	per hour	29.00	29.00	Yes
Vacation Care	per hour	17.50	17.50	Yes
Warringah Print Workshop	per week	158.00	158.00	Yes
<b>Community Centres - Manly Vale Community Centres - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	11.00	8.40	Yes
Function Innes Rd	per hour	60.00	56.00	Yes
Function Lovatt St	per hour	60.00	56.00	Yes
Hall Hire Fee Innes Rd (formerly Profit)	per hour	29.00	28.00	Yes
Hall Hire Fee Lovatt St (formerly Profit)	per hour	29.00	28.00	Yes
Kindergarten	per day	65.00	75.00	Yes
Non Profit	per hour	18.50	18.25	Yes
Vacation Care	per hour	17.50	17.90	No
Warringah Print Workshop	per week	158.00	161.35	Yes
<b>Community Centres - Manly Youth Centre - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Concession	per hour	26.00	26.00	Yes
Function A	per hour	80.00	80.00	Yes
Non Profit	per hour	39.00	39.00	Yes
Profit	per hour	65.00	65.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Community Centres - Manly Youth Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Concession - Hall	per hour	26.00	12.00	Yes
Function	per hour	80.00	80.00	Yes
Hire Fee (formerly Profit)	per hour	65.00	40.00	Yes
Meeting Room	per hour	0.00	16.00	Yes
Meeting Room - Concession	per hour	0.00	4.80	Yes
Meeting Room - Non Profit	per hour	0.00	10.40	Yes
Non Profit - Hall	per hour	39.00	26.00	Yes
<b>Community Centres - Mona Vale Memorial Hall - (i) 1 July 2018 - 31 December 2018</b>				
Main Hall - Seniors/Disability Profit Rate	per hour	19.50	19.50	Yes
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Concession	per hour	19.50	19.50	Yes
Main Hall - Election Rate	per day	1,350.00	1,350.00	Yes
Main Hall - Exhibition Rate	per day	175.00	175.00	Yes
Main Hall - Function A	per hour	80.00	80.00	Yes
Main Hall - Non Profit	per hour	29.25	29.25	Yes
Main Hall - Profit	per hour	39.00	39.00	Yes
Main Hall - School Holiday/Workshop + 6 hours	per hour	29.25	29.25	Yes
Meeting Room - Seniors/Disability Non Profit Rate	per hour	7.20	7.20	Yes
Meeting Room - Concession	per hour	14.40	14.40	Yes
Meeting Room - Non Profit	per hour	21.60	21.60	Yes
Meeting Room - Profit	per hour	28.80	28.80	Yes
Meeting Room - School Holiday/Workshop + 6 hours	per hour	21.60	21.60	Yes
<b>Community Centres - Mona Vale Memorial Hall - (ii) 1 January 2019 - 30 June 2019</b>				
Main Hall - Concession	per hour	19.50	12.00	Yes
Main Hall - Exhibition Rate	per day	175.00	180.00	Yes
Main Hall - Function	per hour	80.00	80.00	Yes
Main Hall - Function A	per hour	91.70	0.00	Yes
Main Hall - Hire Fee (formerly Profit)	per hour	39.00	40.00	Yes
Main Hall - Non Profit	per hour	29.25	26.00	Yes
Main Hall - School Holiday/Workshop + 6 hours	per hour	29.25	0.00	Yes
Meeting Room - Seniors/Disability Non Profit Rate	per hour	7.20	0.00	Yes
Meeting Room - Concession	per hour	14.40	6.90	Yes
Meeting Room - Hire Fee (formerly Profit)	per hour	28.80	23.00	Yes
Meeting Room - Non Profit	per hour	21.60	14.95	Yes
Meeting Room - School Holiday/Workshop + 6 hours	per hour	21.60	0.00	Yes
<b>Community Centres - Narrabeena Community Centre - (i) 1 July 2018 - 31 December 2018</b>				

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
East or West Hall - Children's Party	per hour	45.00	45.00	Yes
East or West Hall - Concession	per hour	10.00	10.00	Yes
East or West Hall - Non Profit	per hour	16.50	16.50	Yes
East or West Hall - Profit	per hour	25.50	25.50	Yes
East or West Hall - Warringah Aquatic Centre	per hour	15.00	15.00	No
Main Hall - Concession	per hour	10.50	10.50	Yes
Main Hall - Family Day Care	per hour	17.00	17.00	No
Main Hall - Function B	per hour	60.00	60.00	Yes
Main Hall - Non Profit	per hour	18.50	18.50	Yes
Main Hall - Profit	per hour	29.00	29.00	Yes
<b>Community Centres - Narrabeena Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
East or West Hall - Concession	per hour	10.00	6.90	Yes
East or West Hall - Non Profit	per hour	16.50	14.95	Yes
East or West Hall Function	per hour	0.00	46.00	Yes
East or West Hall Hire Fee (formerly Profit)	per hour	25.50	23.00	Yes
Main Hall - Concession	per hour	10.50	8.40	Yes
Main Hall - Non Profit	per hour	18.50	18.20	Yes
Main Hall - Family Day Care	per hour	17.00	17.40	No
Main Hall Function	per hour	60.00	56.00	Yes
Main Hall Hire Fee (formerly Profit)	per hour	29.00	28.00	Yes
<b>Community Centres - Nelson Heather Centre - (i) 1 July 2018 - 31 December 2018</b>				
Angophora/Banksia Room - Seniors/Disability Non Profit Rate	per hour	10.35	10.35	Yes
Angophora/Banksia Room - Seniors/Disability Profit Rate	per hour	20.70	20.70	Yes
Angophora/Banksia Room - Children's Party	per hour	45.00	45.00	Yes
Angophora/Banksia Room - Concession	per hour	20.70	20.70	Yes
Angophora/Banksia Room - Function A	per hour	80.00	80.00	Yes
Angophora/Banksia Room - Non Profit	per hour	31.05	31.05	Yes
Angophora/Banksia Room - Profit	per hour	41.40	41.40	Yes
Angophora/Banksia Room - School Holiday/Workshop + 6 hours	per hour	20.70	20.70	Yes
Northern Beaches Food Services	per annum	27,638.00	27,638.00	Yes
Northern Beaches Interchange	per annum	32,537.00	32,537.00	Yes
Peninsula Bridge Club	per annum	11,966.50	11,966.50	Yes
Waratah Room - Seniors/Disability Non Profit Rate	per hour	7.10	7.10	Yes
Waratah Room - Concession	per hour	14.25	14.25	Yes
Waratah Room - Non Profit	per hour	21.35	21.35	Yes
Waratah Room - Profit	per hour	28.50	28.50	Yes
<b>Community Centres - Nelson Heather Centre - (ii) 1 January 2019 - 30 June 2019</b>				

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Angophora/Banksia Room - Seniors/Disability Non Profit Rate	per hour	10.35	0.00	Yes
Angophora/Banksia Room - Seniors/Disability Profit Rate	per hour	20.70	0.00	Yes
Angophora/Banksia Room - Concession	per hour	20.70	10.50	Yes
Angophora/Banksia Room - Function	per hour	80.00	70.00	Yes
Angophora/Banksia Room - Hire Fee (formerly Profit)	per hour	41.40	35.00	Yes
Angophora/Banksia Room - Non Profit	per hour	31.05	22.75	Yes
Angophora/Banksia Room - Profit	per hour	41.00	0.00	Yes
Angophora/Banksia Room - School Holiday/Workshop + 6 hours	per hour	20.70	0.00	Yes
Northern Beaches Food Services	per annum	27,365.00	27,912.00	Yes
Peninsula Bridge Club	per annum	32,215.00	32,537.00	Yes
Waratah Room - Seniors/Disability Non Profit Rate	per annum	11,846.80	12,100.00	Yes
Waratah Room - Concession	per hour	7.10	0.00	Yes
Waratah Room - Hire Fee (formerly Profit)	per hour	14.25	6.90	Yes
Waratah Room - Non Profit	per hour	28.50	23.00	Yes
Waratah Room - Non Profit	per hour	21.35	14.95	Yes
<b>Community Centres - Newport Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Activity Room 1 & 2 - Seniors/Disability Non Profit Rate	per hour	9.85	9.85	Yes
Activity Room 1 & 2 - Seniors/Disability Profit Rate	per hour	19.70	19.70	Yes
Activity Room 1 & 2 - Exhibition Rate	per day	175.00	175.00	Yes
Activity Room 1 & 2 - Function B	per hour	60.00	60.00	Yes
Activity Room 1 & 2 - Non Profit	per hour	29.55	29.55	Yes
Activity Room 1 & 2 - Profit	per hour	39.40	39.40	Yes
Activity Room 1 & 2 - School Holiday/Workshop + 6 hours	per hour	29.55	29.55	Yes
Activity Room 1 & 2 - Concession	per hour	19.70	19.70	Yes
Activity Room 1 or 2 - Non Profit	per hour	24.25	24.25	Yes
Activity Room 1 or 2 - Profit	per hour	32.30	32.30	Yes
Activity Room 1 or 2 - Concession	per hour	16.15	16.15	Yes
Main Hall - Seniors/Disability Non Profit Rate	per hour	10.75	10.75	Yes
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Concession	per hour	21.45	21.45	Yes
Main Hall - Exhibition Rate	per day	175.00	175.00	Yes
Main Hall - Function A	per hour	80.00	80.00	Yes
Main Hall - Non Profit	per hour	32.20	32.20	Yes
Main Hall - Profit	per hour	42.90	42.90	Yes
Main Hall - School Holiday/Workshop + 6 hours	per hour	32.20	32.20	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Casual rate	per hour	19.00	19.00	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Coaching rate	per hour	22.00	22.00	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Regular 4 hour special rate	per 4 hours	42.00	42.00	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Regular Weekly Rate to 4 hours	per hour	14.00	14.00	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - School Holiday Coaching rate	per hour	16.50	16.50	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Community Centres - Newport Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Activity 1 & 2 - Function	per hour	80.00	70.00	Yes
Activity 1 & 2 - Hire Fee (formerly Profit)	per hour	39.40	35.00	Yes
Activity Room 1 & 2 - Seniors/Disability Non Profit Rate	per hour	9.85	0.00	Yes
Activity Room 1 & 2 - Seniors/Disability Profit Rate	per hour	19.70	0.00	Yes
Activity Room 1 & 2 - Exhibition Rate	per day	175.00	180.00	Yes
Activity Room 1 & 2 - Non Profit	per hour	29.55	22.75	Yes
Activity Room 1 & 2 - Concession	per hour	19.70	10.50	Yes
Main Hall - Concession	per hour	21.45	12.00	Yes
Main Hall - Exhibition Rate	per day	175.00	180.00	Yes
Main Hall - Function	per hour	80.00	80.00	Yes
Main Hall - Hire Fee (formerly Profit)	per hour	42.90	40.00	Yes
Main Hall - Non Profit	per hour	32.20	32.20	Yes
Main Hall - School Holiday/Workshop + 6 hours	per hour	32.20	0.00	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Casual rate	per hour	19.00	19.50	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Coaching rate	per hour	22.00	20.00	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Regular 4 hour special rate	per 4 hours	42.00	43.50	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Regular Weekly Rate to 4 hours	per hour	14.00	14.50	Yes
<b>Community Centres - North Balgowlah Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Craft Room - Concession	per hour	9.00	9.00	Yes
Craft Room - Non Profit	per hour	11.00	11.00	Yes
Craft Room - Profit	per hour	16.00	16.00	Yes
Lower Hall - Children's Party	per hour	45.00	45.00	Yes
Top or Lower Hall - Concession	per hour	10.00	10.00	Yes
Top or Lower Hall - Non Profit	per hour	16.50	16.50	Yes
Top or Lower Hall - Profit	per hour	26.00	26.00	Yes
<b>Community Centres - North Balgowlah Community Centre - (ii) 1 January 2018 - 30 June 2019</b>				
Craft Room - Concession	per hour	9.00	4.80	Yes
Craft Room - Hire Fee (formerly Profit)	per hour	16.00	16.00	Yes
Craft Room - Non Profit	per hour	11.00	10.40	Yes
Craft Room - Profit	per hour	16.00	0.00	Yes
Lower Hall - Concession	per hour	10.00	6.90	Yes
Lower Hall - Hire Fee (formerly Profit)	per hour	26.00	23.00	Yes
Lower Hall - Non Profit	per hour	16.50	14.95	Yes
Top Hall - Hire Fee (formerly Profit)	per hour	26.00	26.50	Yes
Top or Lower Hall - Concession	per hour	10.00	7.95	Yes
Top or Lower Hall - Non Profit	per hour	16.50	17.25	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Community Centres - North Curl Curl Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Hall - Children's Party	per hour	45.00	45.00	Yes
Hall - Concession	per hour	13.50	13.50	Yes
Hall - Function A	per hour	80.00	80.00	Yes
Hall - Non Profit	per hour	26.50	26.50	Yes
Hall - Profit	per hour	38.50	38.50	Yes
Meeting Room - Concession	per hour	8.00	8.00	Yes
Meeting Room - Non Profit	per hour	11.00	11.00	Yes
Meeting Room - Profit	per hour	16.00	16.00	Yes
Outdoor - Concession	per hour	11.00	11.00	Yes
Outdoor - Non Profit	per hour	21.50	21.50	Yes
Outdoor - Profit	per hour	41.50	41.50	Yes
<b>Community Centres - North Curl Curl Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Function	per hour	80.00	80.00	Yes
Hall - Concession	per hour	13.50	12.00	Yes
Hall - Non Profit	per hour	26.50	26.00	Yes
Hire Fee (formerly Profit)	per hour	38.50	40.00	Yes
Meeting Room - Concession	per hour	8.00	4.80	Yes
Meeting Room - Non Profit	per hour	11.00	10.40	Yes
Meeting Room Hire Fee (formerly Profit)	per hour	16.00	16.00	Yes
Outdoor Hire Fee	per hour	0.00	40.00	Yes
<b>Community Centres - North Narrabeen Community &amp; Tennis Centre - (i) 1 July 2018 - 31 December 2018</b>				
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Function A	per hour	80.00	80.00	Yes
Main Hall - Concession	per hour	18.25	18.25	Yes
Main Hall - Non Profit	per hour	27.40	27.40	Yes
Main Hall - Profit	per hour	36.50	36.50	Yes
Main Hall - School Holiday/Workshop + 6 hours	per hour	27.40	27.40	Yes
Middle Hall - Narrabeen Community Based Non Profit Kindergarten	per hour	8.20	8.20	Yes
Middle Hall - Concession	per hour	11.65	11.65	Yes
Middle Hall - Non Profit	per hour	17.50	17.50	Yes
Middle Hall - Profit	per hour	23.30	23.30	Yes
Small Hall - Narrabeen Community Based Non Profit Kindergarten	per hour	7.15	7.15	Yes
Small Hall - Concession	per hour	10.30	10.30	Yes
Small Hall - Non Profit	per hour	15.45	15.45	Yes
Small Hall - Profit	per hour	20.60	20.60	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Casual rate	per hour	19.00	19.00	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Coaching rate	per hour	22.00	22.00	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Regular 4 hour special rate	per 4 hours	42.00	42.00	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Regular Weekly Rate to 4 hours	per hour	14.00	14.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Tennis Court Hire - Tennis Courts 1 & 2 - School Holiday Coaching rate	per hour	16.50	16.50	Yes
<b>Community Centres - North Narrabeen Community &amp; Tennis Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Main Hall - Concession	per hour	18.25	10.50	Yes
Main Hall - Function	per hour	80.00	70.00	Yes
Main Hall - Hire Fee (formerly Profit)	per hour	36.50	35.00	Yes
Main Hall - Non Profit	per hour	27.40	22.75	Yes
Middle Hall - Narrabeen Community Based Non Profit Kindergarten	per hour	8.10	8.40	Yes
Middle Hall - Concession	per hour	11.65	6.90	Yes
Middle Hall - Hire Fee (formerly Profit)	per hour	23.30	23.00	Yes
Middle Hall - Non Profit	per hour	17.50	14.95	Yes
Small Hall - Narrabeen Community Based Non Profit Kindergarten	per hour	7.15	7.40	Yes
Small Hall - Concession	per hour	10.30	6.90	Yes
Small Hall - Hire Fee (formerly Profit)	per hour	20.60	23.00	Yes
Small Hall - Non Profit	per hour	15.45	14.95	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Casual rate	per hour	19.00	19.50	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Coaching rate	per hour	22.00	20.00	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Regular 4 hour special rate	per 4 hours	42.00	43.50	Yes
Tennis Court Hire - Tennis Courts 1 & 2 - Regular Weekly Rate to 4 hours	per hour	14.00	14.50	Yes
<b>Community Centres - North Steyne Surf Pavilion - Hall - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Concession	per hour	12.00	12.00	Yes
Function A	per hour	80.00	80.00	Yes
Non Profit	per hour	33.00	33.00	Yes
Profit	per hour	55.00	55.00	Yes
<b>Community Centres - North Steyne Surf Pavilion - Hall - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	12.00	12.00	Yes
Function	per hour	80.00	80.00	Yes
Hall - Hire Fee (formerly Profit)	per hour	55.00	40.00	Yes
Non Profit	per hour	33.00	26.00	Yes
<b>Community Centres - Oxford Falls Peace Park - (i) 1 July 2018 - 30 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Concession	per hour	12.00	12.00	Yes
Function A	per hour	80.00	80.00	Yes
Non Profit	per hour	17.50	17.50	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Profit	per hour	26.50	26.50	Yes
<b>Community Centres - Oxford Falls Peace Park - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	12.00	7.95	Yes
Function	per hour	80.00	53.00	Yes
Hire Fee (formerly Profit)	per hour	26.50	26.50	Yes
Non Profit	per hour	17.50	17.25	Yes
<b>Community Centres - Queenscliff Surf Club - Hall - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Concession	per hour	22.00	22.00	Yes
Function A	per hour	80.00	80.00	Yes
Non Profit	per hour	33.00	33.00	Yes
Profit	per hour	55.00	55.00	Yes
<b>Community Centres - Queenscliff Surf Pavilion - Hall - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	22.00	12.00	Yes
Function	per hour	80.00	80.00	Yes
Hire Fee (formerly Profit)	per hour	55.00	40.00	Yes
Non Profit	per hour	33.00	26.00	Yes
Profit	per hour	55.00	0.00	Yes
<b>Community Centres - Seaforth Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Children's Party	per hour	45.00	45.00	Yes
Concession	per hour	22.00	22.00	Yes
Function A	per hour	80.00	80.00	Yes
Non Profit	per hour	33.00	33.00	Yes
Primary Osh Care	per hour	16.50	16.50	Yes
Primary Osh Care - Vacation Care	per year	16,150.00	16,150.00	Yes
Profit	per hour	55.00	55.00	Yes
<b>Community Centres - Seaforth Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	22.00	15.60	Yes
Function	per hour	80.00	104.00	Yes
Hire Fee (formerly Profit)	per hour	55.00	52.00	Yes
Non Profit	per hour	33.00	33.80	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Primary Oshcare	per hour	16.50	17.00	Yes
Primary Oshcare - Vacation Care	per year	16,150.00	16,250.00	Yes
<b>Community Centres - Seaforth Oval Sporting &amp; Community Pavilion - (i) 1 July 2018 - 31 December 2018</b>				
Childrens Party	per hour	45.00	45.00	Yes
Concession	per hour	16.00	16.00	Yes
Function B	per hour	60.00	60.00	Yes
Non Profit	per hour	24.00	24.00	Yes
Profit	per hour	40.00	40.00	Yes
<b>Community Centres - Seaforth Oval Sporting &amp; Community Pavilion - (ii) 1 January 2019 - 30 June 2019</b>				
Concession	per hour	16.00	12.00	Yes
Function	per hour	60.00	80.00	Yes
Hire Fee (formerly Profit)	per hour	40.00	40.00	Yes
Non Profit	per hour	24.00	26.00	Yes
<b>Community Centres - Seaforth Village Community Centre - (i) 1 July 2018 - 30 Jun 2019</b>				
Concession	per hour	22.00	12.00	Yes
Hire Fee (formerly "Profit")	per hour	55.00	40.00	Yes
Non Profit	per hour	33.00	26.00	Yes
<b>Community Centres - Ted Blackwood Narrabeen Youth and Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Exhibition Rate	per day	450.00	450.00	Yes
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Concession Rate	per hour	20.55	20.55	Yes
Main Hall - Election Rate	per day	1,350.00	1,350.00	Yes
Main Hall - Function A	per hour	80.00	80.00	Yes
Main Hall - Non Profit Rate	per hour	30.85	30.85	Yes
Main Hall - Profit Rate	per hour	41.10	41.10	Yes
Main Hall - School Holiday/Workshop + 6 hours	per hour	30.85	30.85	Yes
Main Hall - Seniors/Disability Non Profit Rate	per hour	10.30	10.30	Yes
Meeting Room - Non Profit Rate	per hour	18.55	18.55	Yes
Meeting Room - Profit Rate	per hour	24.70	24.70	Yes
<b>Community Centres - Ted Blackwood Narrabeen Youth and Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Exhibition Rate	per day	450.00	460.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Main Hall - Concession Rate	per hour	20.55	12.00	Yes
Main Hall - Election Rate	per day	1,350.00	1,350.00	Yes
Main Hall - Function	per hour	80.00	80.00	Yes
Main Hall - Hire Fee (formerly Profit)	per hour	41.10	40.00	Yes
Main Hall - Non Profit Rate	per hour	30.85	26.00	Yes
Main Hall - School Holiday/Workshop + 6 hours	per hour	30.85	0.00	Yes
Main Hall - Seniors/Disability Non Profit Rate	per hour	10.30	0.00	Yes
Meeting Room - Hire Fee (formerly Profit)	per hour	24.70	16.00	Yes
Meeting Room - Non Profit Rate	per hour	18.55	10.40	Yes
<b>Community Centres - Terrey Hills Community Centre - (i) 1 July 2018 - 31 December 2018</b>				
Helen Coleman Room - Belrose / Terry Hills Computer Pals for Seniors	per week	82.00	82.00	Yes
Main Hall - Children's Party	per hour	45.00	45.00	Yes
Main Hall - Concession	per hour	11.00	11.00	Yes
Main Hall - Function B	per hour	60.00	60.00	Yes
Main Hall - Non Profit	per hour	17.00	17.00	Yes
Main Hall - Profit	per hour	25.50	25.50	Yes
Meeting Room - Concession	per hour	7.50	7.50	Yes
Meeting Room - Non Profit	per hour	9.50	9.50	Yes
Meeting Room - Profit	per hour	14.50	14.50	Yes
Radio Northern Beaches	per month	1,010.00	1,010.00	Yes
<b>Community Centres - Terrey Hills Community Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Helen Coleman Room - Belrose / Terry Hills Computer Pals for Seniors	per week	82.00	85.00	Yes
Main Hall - Concession	per hour	11.00	7.95	Yes
Main Hall - Non Profit	per hour	17.00	17.25	Yes
Main Hall Function	per hour	60.00	53.00	Yes
Main Hall Hire Fee (formerly Profit)	per hour	25.50	26.50	Yes
Meeting Room - Concession	per hour	7.50	4.80	Yes
Meeting Room - Non Profit	per hour	9.50	10.40	Yes
Meeting Room Hire Fee (formerly Profit)	per hour	14.50	16.00	Yes
Radio Northern Beaches	per month	990.00	1,050.00	Yes
<b>Community Centres - Tramshed Community Arts Centre - (i) 1 July 2018 - 31 December 2018</b>				
Art Exhibition per hall	per day	130.00	130.00	Yes
Berry Hall - Children's Party	per hour	45.00	45.00	Yes
Berry Hall - Concession	per hour	13.50	13.50	Yes
Berry Hall - Function A	per hour	80.00	80.00	Yes
Berry Hall - Non Profit	per hour	18.50	18.50	Yes
Berry Hall - Profit	per hour	26.50	26.50	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Computer Pals	per week	111.00	111.00	Yes
Lakeview Hall - Children's Party	per hour	45.00	45.00	Yes
Lakeview Hall - Concession	per hour	15.50	15.50	Yes
Lakeview Hall - Function A	per hour	80.00	80.00	Yes
Lakeview Hall - Non Profit	per hour	25.50	25.50	Yes
Lakeview Hall - Profit	per hour	37.50	37.50	Yes
Meeting Room - Concession	per hour	10.50	10.50	Yes
Meeting Room - Non Profit	per hour	15.50	15.50	Yes
Meeting Room - Profit	per hour	22.50	22.50	Yes
Pottery Room - Concession	per hour	11.50	11.50	Yes
Pottery Room - Non Profit	per hour	14.00	14.00	Yes
Pottery Room - Profit	per hour	18.00	18.00	Yes
Tramshed Hall - Children's Party	per hour	45.00	45.00	Yes
Tramshed Hall - Concession	per hour	13.50	13.50	Yes
Tramshed Hall - Function A	per hour	80.00	80.00	Yes
Tramshed Hall - Non Profit	per hour	18.50	18.50	Yes
Tramshed Hall - Profit	per hour	26.50	26.50	Yes
<b>Community Centres - Tramshed Community Arts Centre - (ii) 1 January 2019 - 30 June 2019</b>				
Art Exhibition	per day	130.00	130.00	Yes
Berry Hall - Concession	per hour	13.50	10.50	Yes
Berry Hall - Non Profit	per hour	18.50	22.75	Yes
Berry Hall Function	per hour	80.00	70.00	Yes
Berry Hall Hire Fee (formerly Profit)	per hour	26.50	35.00	Yes
Computer Pals	per week	109.00	115.00	Yes
Kiln Firing Fee	per firing	37.00	38.00	Yes
Lakeside Meeting Room Concession	per hour	10.50	6.00	Yes
Lakeside Meeting Room Hire Fee (formerly Profit)	per hour	22.50	16.00	Yes
Lakeside Meeting Room Non Profit	per hour	15.50	13.00	Yes
Lakeview Function	per hour	80.00	80.00	Yes
Lakeview Hall - Concession	per hour	15.50	12.00	Yes
Lakeview Hall - Non Profit	per hour	25.50	26.00	Yes
Lakeview Hall Hire Fee (formerly Profit)	per hour	37.50	40.00	Yes
Pottery Room - Concession	per hour	11.50	6.00	Yes
Pottery Room - Non Profit	per hour	14.00	13.00	Yes
Pottery Room Hire Fee (formerly Profit)	per hour	18.00	20.00	Yes
Tramshed Hall - Concession	per hour	13.50	7.95	Yes
Tramshed Hall - Non Profit	per hour	18.50	17.25	Yes
Tramshed Hall Function	per hour	60.00	53.00	Yes
Tramshed Hall Hire Fee (formerly Profit)	per hour	26.50	26.50	Yes
Tramshed Meeting Room Concession	per hour	10.50	6.00	Yes
Tramshed Meeting Room Hire Fee (formerly Profit)	per hour	22.50	20.00	Yes
Tramshed Meeting Room Non Profit	per hour	15.00	13.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Community Development Fees: Beverage and Snack Sales</b>				
Drink sales at events	per item	2.00	2.00	Yes
Snack sales (chips etc.) at events	per item	1.00	1.00	Yes
<b>Community Development Fees: Community Events/Activities - minor</b>				
a) Minor scale Event	per entry	5.00	5.00	Yes
b) Medium scale Event	per entry	10.00	10.00	Yes
c) Large scale or Complex Event	per entry	15.00	15.00	Yes
d) Major scale Event / Small Workshop	per entry	20.00	20.00	Yes
e) Team entry to event e.g. 24/7 Film Festival, Band Competitions	per entry	50.00	50.00	Yes
<b>Community Development Fees: Equipment Hire</b>				
a) Rental of Council equipment (safety barrier, PA, lighting etc.) - not for profit	per item per day	15.00	15.00	Yes
b) Rental of Council equipment (safety barrier, PA, lighting etc.) - for profit	per item per day	30.00	30.00	Yes
<b>Community Development Fees: General</b>				
a) Large Workshop	per workshop	30.00	30.00	Yes
b) Conference (Small)	per conference	30.00	30.00	Yes
c) Conference (Large)	per conference	50.00	50.00	Yes
<b>Community Development Fees: Markets</b>				
a) Fee for holding a stall at a small scale event	per day	0.00	30.00	Yes
b) Fee for holding a stall at a medium scale event	per day	0.00	60.00	Yes
c) Fee for holding a stall at a large scale event	per day	0.00	90.00	Yes
e) Marquee Hire - fee passed on to single stall holder	per day	0.00	Cost recovery	Yes
f) Marquee Hire split fee - fee passed on to multiple stall holders	per day	0.00	Cost recovery	Yes
<b>Community Development Fees: Merchandise Sales</b>				
a) Small items e.g. DVD	per item	5.00	5.00	Yes
b) Medium items e.g. T-Shirts	per item	10.00	10.00	Yes
<b>Glen Street - Box Office ticket sales for productions</b>				

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
35 and under - 3 play package	per package	105.00	105.00	Yes
35 and under - 4 play package	per package	140.00	140.00	Yes
35 and under - 5 play package	per package	175.00	175.00	Yes
35 and under - 6 play package	per package	210.00	210.00	Yes
35 and under - 7 play package	per package	245.00	245.00	Yes
35 and under - 8 play package	per package	280.00	280.00	Yes
35 and under - 9 play package	per package	315.00	315.00	Yes
35 and under single ticket	per ticket	0.00	35.00	Yes
Adult - 3 Play Package	per package	183.00	186.00	Yes
Adult - 4 Play Package	per package	236.00	240.00	Yes
Adult - 5 Play Package	per package	275.00	280.00	Yes
Adult - 6 Play Package	per package	312.00	318.00	Yes
Adult - 7 Play Package	per package	357.00	364.00	Yes
Adult - 8 Play Package	per package	392.00	392.00	Yes
Adult 9 Play Package	per package	423.00	423.00	Yes
Adult single ticket price	per ticket	65.00	66.00	Yes
Booking Fee - Commercial hires	per ticket	6.00	7.00	Yes
Booking Fee - Community hires	per ticket	5.00	6.00	Yes
Booking Fees	per ticket	0.00	6.00	Yes
Child under 16 - single ticket price	per ticket	31.00	32.00	Yes
Concession - 3 Play Package	per package	168.00	171.00	Yes
Concession - 4 Play Package	per package	216.00	220.00	Yes
Concession - 5 Play Package	per package	260.00	265.00	Yes
Concession - 6 Play Package	per package	288.00	294.00	Yes
Concession - 7 Play Package	per package	329.00	333.00	Yes
Concession - 8 Play Package	per package	360.00	360.00	Yes
Concession - 9 Play Package	per package	390.00	390.00	Yes
Concession - Group 10+ per ticket	per ticket	48.00	55.00	Yes
Concession - single ticket price	per ticket	59.00	59.90	Yes
Concession - single ticket The Wharf Revue	per ticket	64.00	64.00	Yes
Entertainment Voucher - single ticket	per ticket	0.00	50.75	Yes
Film - 10+	per ticket	0.00	7.00	Yes
Film - 5+	per ticket	0.00	8.00	Yes
Film - single ticket	per ticket	0.00	10.00	Yes
General admission price 1	per ticket	0.00	2.00	Yes
General admission price 2	per ticket	0.00	5.00	Yes
General admission price 3	per ticket	0.00	10.00	Yes
Group 10+ pay later	per ticket	52.00	59.00	Yes
Group 10+ pay now	per ticket	0.00	54.00	Yes
Groups 10+ - booking deposit	per performance	0.00	100.00	No
Internet Per Seat Fee	per ticket	0.55	0.55	Yes
Internet Postage Fee	per ticket	1.50	1.80	Yes
Kidsplay - 5 for the price of 4	per ticket	0.00	18.40	Yes
KidsPlay - Family ticket price	per package	85.00	95.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
KidsPlay - school special	per ticket	17.00	19.00	Yes
KidsPlay - single ticket price	per ticket	22.00	23.00	Yes
Kidsplay Group 10+	per ticket	0.00	18.00	Yes
Manhattan Short Film Festival	per ticket	25.50	25.00	Yes
Music at the Glen - admission to 4+ concerts	per ticket	25.00	26.00	Yes
Music at the Glen - entertainment voucher	per ticket	21.50	22.30	Yes
Music at the Glen - Groups 10+	per ticket	25.00	26.00	Yes
Music at the Glen - single ticket price	per ticket	28.00	29.00	Yes
NBC Staff Tickets and SRG members	per ticket	25.00	25.00	Yes
Opening night - Sponsor discount ticket	per ticket	50.00	56.00	Yes
Postage Fee	per ticket	1.50	1.80	Yes
Postage fee - 125g +	per booking	0.00	2.95	Yes
Special Event - subscriber /concession/ groups 10+	per ticket	0.00	10% discount	Yes
Special Event - Tier 1	per ticket	0.00	19.00	Yes
Special Event - Tier 10	per ticket	0.00	110.00	Yes
Special Event - Tier 2	per ticket	0.00	29.00	Yes
Special Event - Tier 3	per ticket	0.00	39.00	Yes
Special Event - Tier 4	per ticket	0.00	49.00	Yes
Special Event - Tier 5	per ticket	0.00	59.00	Yes
Special Event - Tier 6	per ticket	0.00	69.00	Yes
Special Event - Tier 7	per ticket	0.00	79.00	Yes
Special Event - Tier 8	per ticket	0.00	89.00	Yes
Special Event - Tier 9	per ticket	0.00	99.00	Yes
Student Rush	per ticket	16.00	17.00	Yes
Subscriber benefits program - special offer price	per ticket	0.00	30% discount	Yes
Sydney Writer's Festival	per ticket	15.15	15.00	Yes
Transaction Fee - counter	per booking	0.00	1.00	Yes
Transaction Fee - phones	per booking	0.00	6.00	Yes
Transaction Fee - internet	per booking	0.00	5.50	Yes
Youth 30 and under - single ticket	per package	36.00	36.00	Yes
<b>Glen Street - Consumables</b>				
9v Batteries	per item	3.00	3.10	Yes
AA Batteries	per item	1.00	1.05	Yes
AAA Batteries	per item	1.00	1.05	Yes
Consumables	per item	0.00	Cost + 20%	Yes
Electrical Tape	per item	1.00	1.05	Yes
Gaffer Tape 1"	per item	13.00	13.30	Yes
Gaffer Tape 2"	per item	20.00	20.45	Yes
Hazer fluid (2 litre)	per item	65.00	66.40	Yes
HPL 575	per item	45.00	45.95	Yes
HPL 750	per item	45.00	45.95	Yes

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Childrens' Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
LEE 1/2 sheet colour	per item	11.00	11.25	Yes
LEE full roll	per item	181.00	184.85	Yes
LEE full sheet	per item	20.00	20.45	Yes
LEE HT 1/2 sheet colour	per item	15.00	15.35	Yes
LEE HT Full Roll	per item	177.00	180.75	Yes
LEE HT Full Sheet	per item	28.00	28.60	Yes
PAR 38	per item	8.00	8.20	Yes
PAR 64	per item	66.00	67.40	Yes
ROSCO 1/2 sheet	per item	19.00	19.40	Yes
ROSCO full roll	per item	205.00	209.35	Yes
T19	per item	35.00	35.75	Yes
T2/12	per item	21.00	21.45	Yes
T27	per item	30.00	30.65	Yes
T29	per item	54.00	55.15	Yes
<b>Glen Street - Equipment Hire</b>				
16 Channel Analogy sound desk	per day	37.00	37.80	Yes
16 Channel Analogy sound desk	per week	146.00	149.10	Yes
24 Channel Analogy sound desk	per day	88.00	89.90	Yes
24 Channel Analogy sound desk	per week	347.00	354.35	Yes
Adjustable height rostrum	per day	54.00	55.15	Yes
Adjustable height rostrum	per week	226.00	230.80	Yes
Black Sharktooth Scrim	per day	56.00	57.20	Yes
Black Sharktooth Scrim	per week	226.00	230.80	Yes
CD Player	per day	40.00	40.85	Yes
CD Player	per week	158.00	161.35	Yes
Condenser Microphone	per day	40.00	40.85	Yes
Condenser Microphone	per week	158.00	161.35	Yes
Crown Room Meeting Rate - Commercial	per hour	51.00	52.10	Yes
Crown Room Meeting Rate - Community	per hour	36.00	36.80	Yes
Dance Equipment Package	per hire	215.00	219.55	Yes
Dance Moving Light Package	per hire	323.00	329.85	Yes
Dance Tarquet per performance	per day	60.00	61.30	Yes
Dance Tarquet per performance	per week	238.00	243.05	Yes
Dance usage levy 1st use (this fee is applied to first performance)	per hire	279.00	284.90	Yes
Dance usage levy rehearsal (on separate day to performance)	per hire	97.00	99.05	Yes
Dance usage levy subsequent use (if more than one performance on any given day)	per hire	194.00	198.10	Yes
Digital (Sound) Desk	per day	93.00	95.00	Yes
Digital (Sound) Desk	per week	370.00	377.85	Yes
DI's	per day	12.00	12.25	Yes
DI's	per week	45.00	45.95	Yes
Equipment hire - external	per item	0.00	Cost + 10%	Yes
Equipment replacement	per item	0.00	Cost + 20%	Yes
ETC Gio Lighting Desk	per day	97.00	99.05	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
ETC Gio Lighting Desk	per week	679.00	693.35	Yes
Foldback Monitor	per day	54.00	55.15	Yes
Foldback Monitor	per week	216.00	220.60	Yes
Followspots (each)	per day	68.00	69.45	Yes
Followspots (each)	per week	271.00	276.75	Yes
Ground Row	per day	21.00	21.45	Yes
Ground Row	per week	81.00	82.75	Yes
Hashtag Printer - Glen St branding	per day	0.00	120.00	Yes
Hashtag Printer - Glen St branding	per 4 hours	0.00	80.00	Yes
Hashtag Printer - hirer hashtag	per day	0.00	160.00	Yes
Hashtag Printer - hirer hashtag	per 4 hours	0.00	120.00	Yes
Merchandise	per item	0.00	Cost + 20%	Yes
Merchandise Commission	per booking	0.00	12.5% of total sales	Yes
Mirror Ball	per day	21.00	21.45	Yes
Mirror Ball	per week	81.00	82.75	Yes
Piano	per day	111.00	113.35	Yes
Piano	per week	442.00	451.35	Yes
Plasma Screens	per day	96.00	98.05	Yes
Plasma Screens	per week	383.00	391.10	Yes
Projector	per day	200.00	204.25	Yes
Projector	per week	802.00	818.95	Yes
Projector Screen portable tripod	per day	13.00	13.30	Yes
Projector Screen portable tripod	per week	45.00	45.95	Yes
Radio Microphones	per day	78.00	79.65	Yes
Radio Microphones	per week	316.00	322.70	Yes
Smoke Machine	per day	72.00	73.55	Yes
Smoke Machine	per week	288.00	294.10	Yes
Standard Microphone	per day	18.00	18.40	Yes
Standard Microphone	per week	68.00	69.45	Yes
Strand Light Palette	per day	252.00	257.35	Yes
Strand Light Palette	per week	679.00	693.35	Yes
Talkback Substations	per day	35.00	35.75	Yes
Talkback Substations	per week	135.00	137.85	Yes
UV Lights	per day	14.00	14.30	Yes
UV Lights	per week	54.00	55.15	Yes
White Cyclorama	per day	56.00	57.20	Yes
White Cyclorama	per week	226.00	230.80	Yes
<b>Glen Street - Marketing Services</b>				
1/2 Page News Local Advertisement	per advertisement	3,000.00	3,000.00	Yes
1/4 Page News Local Advertisement	per advertisement	1,436.80	1,436.80	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
1/8 Page News Local Advertisement	per advertisement	751.00	751.00	Yes
Article in monthly EDM	per article	308.30	315.00	Yes
Backstage Article	per article	560.45	570.00	Yes
Creative Design Fees	per hour	50.95	59.00	Yes
Deduction for special offers	per offer	5.00	5.00	Yes
Inclusion in Music Program	per production	2,000.00	2,000.00	Yes
Inclusion in Theatre Program	per production	10,000.00	10,000.00	Yes
Mail out personalised AS letter or flyer per item	per item	1.50	2.50	Yes
Mail out personalised DL letter of flyer	per item	1.10	1.80	Yes
Marketing Costs recovered	per item	0.00	Cost + 10%	Yes
NBC Council Notices (Manly Daily)	per publication	356.65	356.65	Yes
Seat Sale Program	per seat	509.00	500.00	Yes
Targeted EDM	per publication	549.95	560.00	Yes
<b>Glen Street - Theatre Hire</b>				
Additional Cleaning - Commercial and Community	per hour	47.00	50.00	Yes
Box Office (flat fee for commercial hirers)	per hire	377.00	400.00	Yes
Box Office (flat fee for community hirers)	per hire	269.00	400.00	Yes
Box Office Staff - per person	per hour	41.00	47.00	Yes
Deposit - hires less than a week - commercial	per hire	1,261.00	1,000.00	Yes
Deposit - hires less than a week - community	per hire	779.00	1,000.00	Yes
Deposit - hires more than a week Commercial	per hire	0.00	50% weekly theatre hire commercial	Yes
Deposit - hires more than a week Community	per hire	0.00	50% weekly theatre hire community	No
Extra Time - after midnight - community	per hour	88.00	148.00	Yes
Extra time after midnight - commercial	per hour	148.00	148.00	Yes
Extra time before midnight - commercial	per hour	89.00	90.00	Yes
Extra time before midnight - community	per hour	57.00	90.00	Yes
Multiple Performance fee	per hire	0.00	700.00	Yes
Multiple performances (more than 1 performance) Commercial	per hire	1,242.00	1,270.00	Yes
Multiple performances (more than 1 performance) Community	per hire	744.00	760.00	Yes
Rehearsal time (with stage light) - Commercial	per hour	68.00	69.50	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Rehearsal Time (with stage lighting) - Community	per hour	58.00	59.50	Yes
Rehearsal time (with working lighting) - Commercial	per hour	68.00	69.50	Yes
Rehearsal time (with working lighting) - Community	per hour	43.00	44.00	Yes
Room hire	per day	0.00	250.00	Yes
Room hire	per hour	0.00	38.00	Yes
Room hire	per week	0.00	1,000.00	Yes
Staff costs - FOH supervisor (min 3 hr call)	per hour	59.00	60.00	Yes
Staff costs - technicians (min 4 hr call)	per hour	51.00	52.00	Yes
Staff costs - Ushers (min 3 hr call)	per hour	46.00	47.00	Yes
Stall holder	per hire	0.00	Cost + 20%	No
Storage Fee		0.00	to be determined by Glen Street Theatre, size and time	Yes
Theatre Hire - Commercial	per week	12,003.00	12,260.00	Yes
Theatre Hire - Commercial	per performance	2,485.00	2,540.00	Yes
Theatre Hire - Community	per week	7,173.00	7,325.00	Yes
Theatre Hire - Community	per performance	1,487.00	1,520.00	Yes
Ticketing Booking Fee - Commercial	per ticket	6.00	0.00	Yes
Ticketing Booking Fee - Community	per ticket	5.00	0.00	Yes
<b>Manly Art Gallery and Museum</b>				
Commissions - sale of items from collaborative exhibition	per item	30%	30%*	Yes
Commissions - sale of paintings, etc.	per item	30%	30%*	Yes
Gallery admission fee	per person	Free entry	Free entry	Yes
Hire fee for travel exhibitions - large or complex scale touring exhibitions of 2D and 3D works	per exhibition	10,000.00	10,000.00	Yes
Hire fee for travel exhibitions - large or complex scale touring exhibitions of primarily 2D works	per exhibition	10,000.00	10,000.00	Yes
Hire fee for travel exhibitions - large or complex special touring exhibitions	per exhibition	15,000.00	15,000.00	Yes
Hire fee for travel exhibitions - medium scale touring exhibitions of 2D and 3D works	per exhibition	8,000.00	8,000.00	Yes
Hire fee for travel exhibitions - medium scale touring exhibitions of primarily 2D works	per exhibition	7,000.00	7,000.00	Yes
Hire fee for travel exhibitions - medium special touring exhibitions	per exhibition	12,000.00	12,000.00	Yes
Hire fee for travel exhibitions - small scale touring exhibitions of 2D and 3D works	per exhibition	5,500.00	5,500.00	Yes
Hire fee for travel exhibitions - small scale touring exhibitions of primarily 2D works	per exhibition	4,000.00	4,000.00	Yes
Hire fee for travel exhibitions - small special touring exhibitions	per exhibition	8,000.00	8,000.00	Yes
Kids Art Adventures	per person	25.00	25.55	Yes
Public programs - artist talk or seminar	per person	15.00	15.00	Yes
Public programs - children's workshop or interactive program	per person	30.00	30.65	Yes

\* The commission will be reduced to 15% where an artist is represented by a gallery

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Public programs - longer artist talk or seminar	per person	40.00	40.85	Yes
Public programs - longer workshop or interactive program	per person	50.00	51.10	Yes
Public programs - workshop or interactive program	per person	40.00	40.85	Yes
Venue Hire - commercial	per hour	179.00	182.80	Yes
Venue Hire - Non-Northern Beaches based community groups	per hour	159.00	162.00	Yes
Venue Hire - Northern Beaches based community groups	per hour	97.00	99.05	Yes
Venue Hire - private	per hour	118.00	120.50	Yes
Venue Hire - staff costs (2 staff)	per hour	195.00	199.15	Yes
<b>Meals on Wheels - Food Portions</b>				
Dessert	each	2.00	2.50	No
Juice	each	0.50	0.50	No
Main Meal	per meal	6.00	6.50	No
Meal Package(meal, soup, dessert & juice)	per package	9.00	0.00	No
Omelette	each	2.00	2.00	No
Petite Meal	per meal	4.00	4.50	No
Salad	each	7.00	7.50	No
Sandwich	each	4.00	4.50	No
Soup	each	2.00	2.50	No
<b>Meals on Wheels - Other Charges</b>				
Community Lunches	per lunch	10.00	10.00	No
Shopping Service	per instance	10.00	0.00	No
Social Outing	per instance	10.00	10.00	No
<b>Children's Services</b>				
<b>Beacon Hill Vacation Care</b>				
Late Collection Fee	per 5 minutes	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears	per account	10.00	10.25	No
Per child	per day	66.00	69.00	No
<b>Belrose Children's Centre</b>				
Late collection fee	per 5 minutes	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears	each	10.00	10.25	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Per child 0 - 2 year room	per day	121.00	124.00	No
Per child 2 - 3 year room	per day	111.00	114.00	No
Per child 3 -5 year room	per day	96.00	99.00	No
<b>Brookvale Children's Centre</b>				
Late collection fee	per 5 minutes each	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears		10.00	10.25	No
Per child 0 - 2 year room	per day	121.00	124.00	No
Per child 2 - 3 year room	per day	111.00	114.00	No
Per child 3 -5 year room	per day	96.00	99.00	No
<b>Brookvale Occasional Care Centre</b>				
Cancellation after 8.30 AM on day of care	per day	full fee for booked care	full fee for booked care	No
Cancellation before 8.30 AM on day of care	per day	15.00	15.35	No
Late collection fee	per 5 minutes each	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears		10.00	10.25	No
Per child 8.30am to 3.30pm	per day	89.00	92.00	No
Per child between 8.30am to 3.30pm	per hour	17.00	17.50	No
<b>Children's Services Management</b>				
Registration fee to join the wait list	per family	27.80	28.40	No
<b>Cromer Vacation Care</b>				
Late Collection Fee	per 5 minutes	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears	per account	10.00	10.25	No
Per child	per day	66.00	69.00	No
<b>Dee Why Children's Centre</b>				
Late collection fee	per 5 minutes each	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears		10.00	10.25	No
Per child 0 - 2 year room	per day	121.00	124.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Per child 2 - 3 year room	per day	111.00	114.00	No
Per child 3 -5 year room	per day	96.00	99.00	No
<b>Family Day Care</b>				
Family Play Session Fee 10 Sessions-Fee for families to attend 10 play sessions	per 10 sessions	50.00	50.00	No
Family Play Session Fee 4 Sessions-Fee for families to attend 4 play sessions	per 4 sessions	20.00	20.00	No
Fee charged to educators for late submission of time sheets	per event	5.00	5.00	No
Parent Administration Levy to support the cost of care	per hour	1.75	1.75	No
Play session - basic rate for educators to attend play session	per session	9.25	9.25	No
Play session - inclusive rate for educators to attend play session - partial vehicle lift to support attendance	per session	12.50	12.50	No
<b>Forestville Vacation Care</b>				
Late Collection Fee	per 5 minutes	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears	per account	10.00	10.25	No
Per child	per day	66.00	69.00	No
<b>Harbord Vacation Care</b>				
Late Collection Fee	per 5 minutes	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears	per account	10.00	10.25	No
Per child	per day	66.00	69.00	No
<b>Harbour View Children's Centre</b>				
Late collection fee	per 5 minutes	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears	each	10.00	10.25	No
Per child 0 - 2 year room	per day	136.00	137.00	No
Per child 2 - 3 year room	per day	126.00	127.00	No
Per child 3 -5 year room	per day	116.00	117.00	No
<b>Ivanhoe Park Preschool</b>				
child aged 3 years old on or before 31 July	per day	62.00	63.00	No
Child aged 4 years old on or before 31 July	per day	52.00	52.00	No
Child from low income and Aboriginal families (criteria apply)	per day	10.00	10.00	No
Late Collection Fee	per 5 minutes	10.00	10.25	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Late payment fee applied to accounts 28 days in arrears	each	10.00	10.25	No
<b>Manly Community Preschool</b>				
Child aged 3 years old on or before 31 July	per day	62.00	63.00	No
Child aged 4 years old on or before 31 July	per day	52.00	52.00	No
Child from low income and Aboriginal families (criteria apply)	per day	10.00	10.00	No
Late Collection Fee	per 5 minutes	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears	each	10.00	10.25	No
<b>Manly Vale Vacation Care</b>				
Late Collection Fee	per 5 minutes	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears	per account	10.00	10.25	No
Per child	per day	66.00	69.00	No
<b>Narrabeen Children's Centre</b>				
Late Collection Fee	per 5 minutes	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears	each	10.00	10.25	No
Per child 0 - 2 year room	per day	121.00	124.00	No
Per child 2 - 3 year room	per day	111.00	114.00	No
Per child 3 -5 year room	per day	96.00	99.00	No
<b>Roundhouse Children's Centre</b>				
Late Collection Fee	per 5 minutes	10.00	10.25	No
Late payment fee applied to accounts 28 days in arrears	each	10.00	10.25	No
Per child 0 - 2 year room	per day	136.00	137.00	No
Per child 2 - 3 year room	per day	126.00	127.00	No
Per child 3 -5 year room	per day	116.00	117.00	No
<b>Vacation Care Administration</b>				
Advertisement in Vacation Care Brochure	per day	up to \$1,000	up to \$1,100	Yes
For bookings processed after Vacation Care commences	each	10.80	11.05	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Registration fee per family	per family	27.80	28.40	No
<b>Environmental Compliance</b>				
<b>Animal Management (Companion Animals Registration)</b>				
Animal not desexed	per application	201.00	205.25	No
Animal not desexed kept by recognised breeder for breeding purposes	per application	55.00	56.20	No
Assistance animal	per application	0.00	0.00	No
Cat born prior to 1 July 1999 where ownership has not changed	per application	0.00	0.00	No
Desexed animal	per application	55.00	56.20	No
Desexed animal owned by eligible pensioner	per application	23.00	23.50	No
Desexed animal sold by eligible pound or shelter	per application	26.50	28.10	No
Dog in the services of the State, for example, a police dog	per application	0.00	0.00	No
Greyhound currently registered under the Greyhound Racing Act 2009	per application	0.00	0.00	No
Working dog	per application	0.00	0.00	No
<b>Animal Management (Companion Animals)</b>				
Animal surrender fee	per animal	350.00 plus any additional costs incurred by council	357.50 plus any additional costs incurred by council	No
Daily maintenance charge	per day	76.60 day 2 and subsequent days - \$75.00 plus any additional costs incurred by council	76.60 day 2 and subsequent days - \$75.00 plus any additional costs incurred by council	No
Dangerous Dog and Restricted Dog Enclosure Certificate of Compliance fee s58H(2)(b) (includes one inspection)	per certificate	150.00	150.00	No
Dog waste bags - 200 bags per roll	per roll	5.00	5.15	Yes
Release fee for animals identified on the Companion Animals Register (includes the first day of maintenance)	per animal	110.00	112.00	No
Release fee for animals not identified on the Companion Animals Register (includes the first day of maintenance)	per animal	120.00	122.00	No
<b>Awnings</b>				
Application for extension of time - Notice	each	70.00	72.00	No
Cost Compliance Notice, Non-compliance with Order for Awnings	per officer per hour	70.00	72.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Defective awning inspection; proactive or complaint	per inspection	205.00	209.00	No
<b>Building Approvals</b>				
Additional inspection	per inspection	90.00	90.00	No
Amendments to out of hours building works application - can only amend an existing permit prior to commencement	per application	55.00	60.00	Yes
Appointment of Council as the PCA to replace private certifier (transfer of PCA role to Council)	per application	710.00	1,100.00	Yes
Work value between \$250,001 to \$500,000				
Appointment of Council as the PCA to replace private certifier (transfer of PCA role to Council)	per application	890.00	1,500.00	Yes
Work value between \$500,001 to \$1 million				
Appointment of Council as the PCA to replace private certifier (transfer of PCA role to Council)	per application	500.00	750.00	Yes
Work value less than or equal to \$250,000 (application fee based on value of works)				
Appointment of Council as the PCA to replace private certifier (transfer of PCA role to Council)	per application	1,100.00	2,000.00	Yes
Work value more than \$1 million				
Appointment of Council as the PCA. Excludes forced appointment by the BPB, or appointment as replacement PCA.	per application	0.00	100.00	Yes
Building Certificate - Urgency Fee - 4 day turnaround subject to staff availability and/or building complexity (not available where there is unauthorised works involved)	per application	580.00	600.00	No
Building Certificate Application - Class 1 and 10 Buildings	per application	250.00	250.00	No
Building Certificate Application - Class 2 and 9 Buildings - Floor area > 2,000m <sup>2</sup>	per application	\$1,165.00 + \$0.075 per m <sup>2</sup> over 2,000m <sup>2</sup>	\$1,650.00 + \$0.075 per m <sup>2</sup> over 2,000m <sup>2</sup>	No
Building Certificate Application - Class 2 and 9 Buildings - Floor area between 200m <sup>2</sup> and 2,000m <sup>2</sup>	per application	\$250.00 + \$0.50 per m <sup>2</sup> over 200m <sup>2</sup>	\$250.00 + \$0.50 per m <sup>2</sup> over 200m <sup>2</sup>	No
Building Certificate Application - Class 2 and 9 Buildings - Floor area not exceed 200m <sup>2</sup>	per application	250.00	250.00	No
Building Certificate Notification	per notification	215.00	300.00	No
Compliance Certificate Fee - where Council nominated as Principal Certifying Authority (PCA)	each	280.00	290.00	Yes
Complying Development Applications - Work value between \$150,001 to \$250,000	per application	490.00	800.00	Yes
Complying Development Applications - Work value between \$250,001 to \$500,000	per application	685.00	1,200.00	Yes
Complying Development Applications - Work value between \$50,001 to \$150,000	per application	350.00	630.00	Yes
Complying Development Applications - Work value between \$500,001 to \$1 million	per application	960.00	1,700.00	Yes
Complying Development Applications - Work value less than or equal to \$50,000 (application fee based on value of works)	per application	250.00	450.00	Yes
Complying Development Applications - Work value more than \$1 million	per application	1,340.00	2,400.00	Yes
Construction Certificate - reduced rate. Up to 10% reduction on standard CC fee, at the discretion of Council, where two written quotations from a qualified person are provided.	per application	0.00	0.00	Yes
Construction Certificates - Class 2 - 9 Buildings - Work value between \$150,001 to \$250,000 (application fee based on value of works)	per application	490.00	730.00	Yes
Construction Certificates - Class 2 - 9 Buildings - Work value between \$500,001 to \$1 million	per application	960.00	1,700.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Construction Certificates - Class 2 - 9 Buildings - Work value less than or equal to \$150,000 (application fee based on value of works)	per application	350.00	520.00	Yes
Construction Certificates - Class 2 - 9 Buildings - Work value between \$250,001 to \$500,000	per application	685.00	1,020.00	Yes
Construction Certificates - Class 2 - 9 Buildings - Work value more than \$1 million	per application	1,345.00	2,010.00	Yes
Construction Certificates Class 1 & 10 Buildings - Work value between \$150,001 to \$250,000	per application	390.00	700.00	Yes
Construction Certificates Class 1 & 10 Buildings - Work value between \$250,001 to \$500,000	per application	545.00	950.00	Yes
Construction Certificates Class 1 & 10 Buildings - Work value between \$500,001 to \$1 million	per application	760.00	1,300.00	Yes
Construction Certificates Class 1 & 10 Buildings - Work value less than or equal to \$150,000 (application fee based on value of works)	per application	280.00	500.00	Yes
Construction Certificates Class 1 & 10 Buildings - Work value more than \$1 million	per application	1,060.00	1,900.00	Yes
Construction site proactive inspection	per inspection	170.00	175.00	Yes
Copy of Building Certificate	each	13.00	13.00	No
Copy of Part 4A Certificate	each	10.00	10.00	No
Critical Stage Inspections Class 1 and 10 Buildings (per inspection)	per inspection	180.00	225.00	Yes
Critical Stage Inspections Class 2 and 9 Buildings (per inspection) \$250.00 + \$75.00 per additional unit	per inspection	\$250 + \$75.00 per additional unit	\$280 + \$75 per additional unit	Yes
Modification of a Complying Development Certificate	per application	150.00	200.00	Yes
Modification of Construction Certificate - Modification of Class 1 & 10 building	per application	150.00	\$200 or 20% of original CC fee whichever is higher	Yes
Modification of Construction Certificate - Modification of Class 2-9 building	per application	250.00	\$300 or 20% of original CC fee whichever is higher	Yes
Notification Fee for Complying Development Certificate Application	per application	150.00	200.00	Yes
Occupation Certificate - Class 1 building	per application	100.00	220.00	Yes
Occupation Certificate - Class 10 building	per application	50.00	220.00	Yes
Occupation Certificate - Class of building 2 - 9	per application	250.00	\$280 + \$75 per additional unit	Yes
Out of hours application for building works. One application required for each period of 24 hours in which out of hours working is to be conducted	per application	380.00	500.00	Yes
Outstanding notices and orders certificates application for Section 735A and 1212P (Outstanding Notices) Certificate (5 day turn around)	per application	140.00	145.00	Yes
Pre-lodgement meeting - CC / CDC application Pre-PCA meeting fee for CC or CDC	each	310.00	315.00	Yes
Registration of Part 4A Certificate issued by Private Certifier of CC, CDC, OC, compliance certificates and Strata Title (subdivision) certificates	per application	36.00	36.00	No
Signing of Legal Documents including Strata Plan and other legal documents	per application	365.00	365.00	No
Strata Application Review	per application	610.00	610.00	No
Strata Title Certificate Application - additional inspections or re-inspections, if required	per application	\$250.00 per inspection	\$250.00 per inspection	No
Strata title certificate application for buildings erected prior to introduction of Ordinance 70 or under BCA, per application plus price per unit and one inspection	per application	\$1,000.00 plus \$220.00 per unit	\$1,000.00 plus \$220.00 per unit	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Transfer of PCA role to Council - file review fee. Applies to all transfers where 2 years or more have past since commencement of works and forced transfers by the BPP.	per application	250.00	260.00	Yes
Unauthorised Works Building Certificate Applications incur additional costs equivalent to the Development Application, Construction Certificate, Complying Development Certificate, Section 94 contributions, and as applicable notification of neighbours per the approved fees and charges schedule, in addition to the base application fee	each	\$250 plus additional costs	\$250 plus additional cost	No
Urgency Fee - Application for Section 735A and 121ZP Certificate (2 day turn around)	per application	120.00	125.00	Yes
Urgency Fee for out of hours work application - at least 2 hours notice is required to process an urgency application	per application	475.00	500.00	Yes
Where relates to external wall or area without floor area	per application	250.00	250.00	No
<b>Building Compliance</b>				
Application for extension of time - Notice	per application	70.00	72.00	No
Cost Compliance Notice - Non-compliance with Order for illegal and non-compliant building work	per hour	70.00	72.00 Per officer per hour	No
<b>Fire Safety</b>				
Annual Fire Safety Statement Inspection	each	205.00	210.00	No
Application for extension of time - Annual Fire Safety Statements	per application	100.00	102.00	Yes
Application for extension of time - Fire Safety Orders	each	205.00	210.00	No
Application to amend AFSS fire safety measures	per application	0.00 \$250.00 for up to 3 hours + \$70 per hour thereafter	0.00 to be deleted	No
Boarding House / Shared Accommodation fire safety inspection	per inspection	205.00	210.00	No
Fire Safety Compliance Cost Notices	per hour	70.00	90.00	Yes
Modification of Fire Order	each	0.00	250.00	No
Registration of Annual Fire Safety Statement	per statement	82.00	85.00	No
Re-inspection of Boarding House / Shared Accommodation fire safety inspection	per inspection	250.00	256.00	No
<b>Health Approvals</b>				
Application for approval to operate sewerage/wastewater system (pump to sewer systems fee)	each	65.00	70.00	No
Application for approval to operate sewerage/wastewater system not accredited by NSW Health and/or serves greater than 10 persons	each	305.00	315.00	No
Application for approval to operate sewerage/wastewater treatment system (pensioner fee) - with evidence	each	80.00	85.00	No
Application to install a Commercial/greater than 10 person onsite sewage/wastewater management system	each	0.00	420.00	No
Application to install a Domestic sewerage/wastewater treatment system	each	315.00	350.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Application to operate - sewerage / wastewater treatment system - does not apply to pump to sewer systems, pensioner fees and non-accredited systems.	each	255.00	260.00	No
Mobile Food - Annual mobile food vendor application - low risk food	each	257.00	265.00	No
Mobile Food - Mobile food vendor application - Urgency fee - less than 10 working days prior to required approval date	each	100.00	105.00	No
Mobile Food Annual mobile food vendor application - medium and high risk	each	410.00	420.00	No
Solid Fuel Heaters - Application to install	each	255.00	260.00	No
Solid Fuel Heaters - Inspection & reinspection	per inspection	110.00	115.00	No
Solid Fuel Heaters Renewal, review or amendment - solid fuel heater	each	150.00	155.00	No
Temporary Food Stall application - amendment to approved application	each	50.00	55.00	No
Temporary Food Stall Approval - one off event	each	85.00	90.00	No
Temporary Food Stall/Mobile application - Charity / Community with evidence	each	0.00	0.00	No
Temporary Food Stall/Mobile Re-Inspection Fee	per inspection	0.00	260.00	No
<b>Comments: (one per mobile vehicle, trailer or other vending apparatus)</b>				
Mobile food vendor application - amendment to approved application	each	50.00	55.00	No
<b>Comments: separate application required for each stall</b>				
Temporary food stall application - low risk food. Three year approval includes assessment fee and all routine inspections during the period of approval	each	\$150 per three year approval	200.00	No
Temporary food stall application - Medium & High Risk. Two year approval includes assessment fee and all routine inspections during the period of approval	each	\$150 for two year approval	200.00	No
<b>Health Compliance</b>				
Compliance Cost Notice	per hour	65.00	70.00 Compliance cost notices, per officer per hour, plus all direct costs as incurred.	No
Fee for clean-up, prevention and noise control notices	each	535.00	550.00 Prescribed fee for clean-up, prevention and noise control notices issued on or after 1 July 2018	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Sampling (this includes but not limited to soil, water and asbestos)	per sample	175.00	180.00 Fee payable for sample, includes analysts cost and officer time	Yes
Vapour Recovery Inspection for storage tanks on petrol service stations and control equipment for petrol dispensers	per inspection	260.00	260.00	No
<b>Health Inspections - Food</b>				
Event Food Stores Inspection Fee (Minimum 2 hours booking) applies to non-approved stalls or stalls operating on public land. Including travel time	per hour	0.00	70.00	No
Food Handlers Seminar - Onsite Group booking - minimum 10 persons (after hours)	per booking	370.00	380.00	Yes
Food Handlers Seminar - Onsite Group booking - minimum 10 persons (working hours)	per booking	250.00	255.00	Yes
Food Handlers Seminar - Staff employed outside LGA	per person	100.00	105.00	Yes
Food Handlers Seminar - Staff employed within LGA	per person	0.00	0.00	No
Food Premises Annual Administration Fee - 5 Star Scores on Doors Premises (between 6 and 50 full time Food Handlers)	each	415.00	425.00	No
Food Premises Annual Administration Fee - 5 Star Scores on Doors Premises (more than 50 full time Food Handlers)	each	715.00	730.00	No
Food Premises Annual Administration Fee - 5 Star Scores on Doors Premises (up to & including 5 full time Food Handlers)	each	265.00	270.00	No
Food Premises Annual Administration Fee - Charity/Community Organisations	each	0.00	0.00	No
Food Premises Annual Administration Fee (between 6 and 50 full time Food Handlers)	each	525.00	550.00	No
Food Premises Annual Administration Fee (more than 50 full time Food Handlers)	each	880.00	900.00	No
Food Premises Annual Administration Fee (up to & including 5 full time Food Handlers)	each	345.00	360.00	No
Food premises pre-fitout consultancy inspection / public health advisory inspection fee	per inspection	260.00	265.00	No
Food premises re-inspection fee / secondary routine inspection fee- all risk categories	per inspection	260.00	300.00	No
Food Premises Sampling	per sample	175.00	180.00	No
Improvement Notice Fee	each	330.00	330.00	No
<b>Health Inspections - Public Health</b>				
Application for Extension of Time for Food Act Improvement Notices	each	60.00	65.00	No
Application for Food Act Clearance Certificate	per inspection	330.00	330.00	No
Fee for improvement notice and prohibition order (in any other case)	each	270.00	270.00	No
Fee for improvement notice and prohibition order (regulated system)	each	560.00	560.00	No
Inspection beauty premises, including hairdressers/barbers with no skin penetration	per inspection	135.00	150.00	No
Inspection Cooling Towers / Warm Water Systems	per inspection	225.00	230.00	No
Inspection Public Swimming Pools	per inspection	225.00	230.00	No
Regulated Systems Sampling (water sample testing)	per sample	175.00	180.00	No
Re-inspection Fee (Beauty Salon / Skin Penetration / Cooling Tower / Public Swimming Pool)	per inspection	260.00	265.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Re-inspection of Prohibition order Public Health Act	per inspection	250.00	265.00	No
Skin penetration inspection	per inspection	180.00	230.00	No
Skin penetration pre-fitout consultancy inspection / public health advisory inspection fee	per inspection	260.00	265.00	No
<b>Impounded Animals (other than companion animals)</b>				
Conveyance fee	per animal	60.00 or actual cost to council - whichever is the higher	61.30 or actual cost to council - whichever is the higher	Yes
Holding, sustenance and veterinary care fee	per animal	\$75.00 or actual cost to council - whichever is the higher	75.00 or actual cost to council - whichever is the higher	No
Notice/Administration fee	per animal	165.00	168.50	No
<b>Impounded Articles - Large Articles that can not be readily transported in a Ranger vehicle (excluding those for which another fee is already specified)</b>				
Conveyance, storage and notice/administration fee	per article	\$115.00 or actual cost to council - whichever is the higher	118.00 or actual cost to council - whichever is the higher	No
<b>Impounded Articles - Shopping Trolleys and Bikes</b>				
Conveyance, storage and notice/administration fee	per article	115.00	118.00	No
<b>Impounded Articles - Small Articles that can be readily transported in a Ranger vehicle (excluding those articles for which another fee is already specified)</b>				
Conveyance, storage and notice/administration fee	per article	80.00	81.70	No
<b>Impounded Articles - Vehicles (incl cars, boats, boat trailers, box trailers, caravans etc.)</b>				
Conveyance fee	per article	\$160 or actual cost to council - whichever is the higher	163.00 or actual cost to council - whichever is the higher	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Storage fee	per day	\$40 per day or actual cost to council - whichever is the higher	41.00 per day or actual cost to council - whichever is the higher	No
<b>Impounded Articles - Watercraft</b>				
Conveyance fee	per article	\$115 or actual cost to council - whichever is the higher	118.00 or actual cost to council - whichever is the higher	No
Notice/Administration fee	per article	265.00	270.60	No
Reinstallation of impounded watercraft into dinghy rack by council	per article	105.00	107.25	No
Storage fee - Watercraft held at a contractor's facility	per day	\$50 per day or actual cost to council	51.00 per day or actual cost to council	No
Storage fee (after the first 5 days) - Watercraft held at a council owned facility	per day	\$100 for days 6 to 31 (inclusive) and then \$20 per day thereafter	102.00 for days 6 to 31 (inclusive) and then \$20 per day thereafter	No
<b>Parking Management Fee Private Property</b>				
Existing contracts - former Warringah area	per space per annum	50.00	50.00 per space per annum, or as specified in contract	Yes
New contracts	per space per annum	100.00	105.00 per space per annum, or as specified in contract	Yes
<b>Swimming Pools</b>				
Application for extension of time: Swimming Pools Direction	each	50.00	70.00	No
General - Additional Urgency Fee (non Statutory) 4 working day turnaround for Swimming Pool Compliance Certificate, first per application inspection	per application	350.00	358.00	Yes
Initial inspection of private swimming pool	per inspection	150.00	150.00	No
Proactive initial inspection fee (private swimming pools) as part of Council's adopted statutory program	per inspection	150.00	150.00	Yes
Proactive reinspection fee (private swimming pools) as part of Council's adopted statutory program	per inspection	100.00	100.00	Yes
Reinspection of private swimming pool (per reinspections)	per inspection	100.00	100.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Reinspection of private swimming pool (per reinspections) - Exemption application	per inspection	100.00	100.00	No
Section 22 Exemption - Swimming Pools Act (Statutory fee)	per application	70.00	70.00	No
Swimming Pool CPR Sign - Private Certified compliance certificate/Non LGA resident	each	15.50	16.00	Yes
Swimming Pool CPR Sign - with Council Compliance Certificate Application (one per pool)	each	0.00	0.00	Yes
Swimming Pool Exemption Inspection Fee	per inspection	100.00	100.00	Yes
Swimming Pool Registration Fee	per application	10.00	10.00	No
<b>Transport &amp; Civil Infrastructure</b>				
<b>Assessment of Traffic Management Plan</b>				
Application to apply traffic control plan	per application	192.00	260.00	No
Assessment of full road closure and associated traffic management plan	per application	381.00	450.00	No
<b>Building Waste Container (Skips)</b>				
Application fee including first 7 days rental	per application	185.00	189.00	No
Late application fee - when containers/skips delivered prior to obtaining a Permit	per bin	856.00	874.00	No
Placement fee after the first 7 days (per week or part thereof)	per week	172.00	176.00	No
<b>Civil Works</b>				
Civil Works - Provision of Council works undertaken on behalf of third party	per request	Cost plus 20%	Cost plus 20%	Yes
<b>Parking - Bicycle parking in Whistler Street</b>				
Annual Renewal Fee	per card	61.00	61.00	Yes
New Application Fee (non refundable)	per application	61.00	61.00	Yes
Replacement Card	per card	61.00	61.00	Yes
<b>Parking - Car Share - Manly</b>				
Car Share Annual Fee - Maintenance per each authorised space	each	1,540.00	1,572.50	Yes
Initial Car Share Fee - Licence Administration	per application	500.00	510.55	No
Initial Car Share Fee - Parking space	each	1,540.00	1,572.50	Yes
<b>Parking - Dee Why PCYC Parking Station</b>				

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Additional after hours charge for release of vehicles locked in the Parking Station - charged by the Security Company				
	per occasion	At Cost	At Cost	Yes
Monday-Sunday (5:30am-12am midnight) 0-3 hours	per time limit	0.00	0.00	Yes
Monday-Sunday (5:30am-12am midnight) 3-4 hours	per time limit	3.00	3.00	Yes
Monday-Sunday (5:30am-12am midnight) 4-5 hours	per time limit	4.00	4.00	Yes
Monday-Sunday (5:30am-12am midnight) 5+ hours	per time limit	5.00	5.00	Yes
Overnight Rate	per time limit	50.00	50.00	Yes
<b>Parking - Dee Why PCYC Parking Station - Prepaid Accounts</b>				
a) Each day up to 1 week	per day	0.00	8.00	Yes
b) Each day 1 week - 2 weeks	per day	0.00	7.50	Yes
c) Each day after 2 weeks	per day	0.00	7.00	Yes
d) 2 days per week - Quarterly	per quarter	0.00	169.00	Yes
d) 2 days per week - Annually	per year	0.00	624.00	Yes
e) 3 days per week - Quarterly	per quarter	0.00	253.50	Yes
e) 3 days per week - Annually	per year	0.00	936.00	Yes
f) 4 days per week - Quarterly	per quarter	0.00	338.00	Yes
f) 4 days per week - Annually	per year	0.00	1,248.00	Yes
g) 5 days per week - Quarterly	per quarter	0.00	422.50	Yes
g) 5 days per week - Annually	per year	0.00	1,560.00	Yes
h) 7 days per week - Quarterly	per quarter	0.00	591.50	Yes
h) 7 days per week - Annually	per year	0.00	2,184.00	Yes
<b>Parking - Manly Parking Stations - Daily Rates</b>				
<i>Comments: Includes Whistler Street, Peninsula, Pacific Waves, Manly National Parking Stations. Fees may be discounted by up to 20% at any pay station to encourage utilisation.</i>				
Manly National only - Early Bird - in by 9am out after 3pm Mon-Fri	per time limit	21.00	21.50	Yes
Monday-Sunday (6:30am-7pm) 0 - 2 hour	per time limit	0.00	0.00	Yes
Monday-Sunday (6:30am-7pm) 2 - 2.5 hours	per time limit	9.70	10.00	Yes
Monday-Sunday (6:30am-7pm) 2.5 - 3 hours	per time limit	12.70	13.00	Yes
Monday-Sunday (6:30am-7pm) 3 - 3.5 hours	per time limit	15.80	16.00	Yes
Monday-Sunday (6:30am-7pm) 3.5 - 4 hours	per time limit	19.90	20.00	Yes
Monday-Sunday (6:30am-7pm) 4 - 5 hours	per time limit	31.60	32.00	Yes
Monday-Sunday (6:30am-7pm) 5+ hours	per time limit	41.80	43.00	Yes
Operational Commercial Vehicle - Daily flat fee weekends only	each	0.00	25.00	Yes
Top up card and replacement card	each	0.00	50.00	Yes
<b>Parking - Manly Parking Stations - Evening Rate</b>				

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Comments: Includes Whistler Street, Peninsula, Pacific Waves, Manly National Parking Stations. Fees may be discounted by up to 20% at any pay station to encourage utilisation.</b>				
Every day - Evening 7pm-12 Midnight (Flat rate fee)	per time limit	11.00	5.00	Yes
<b>Parking - Manly Parking Stations - Night Rate</b>				
<b>Comments: Includes Whistler Street, Peninsula, Pacific Waves, Manly National Parking Stations. Fees may be discounted by up to 20% at any pay station to encourage utilisation.</b>				
Additional after hours charge for release of vehicles locked in the Parking Station - charged by the Security Company	per occasion	At Cost	At Cost	Yes
Overnight Rate - All Parking Stations (including exiting after midnight Friday-Saturday Whistler Street only)	per time limit	21.00	5.00	Yes
<b>Parking - Manly Parking Stations - Prepaid Accounts</b>				
<b>Comments: Includes Whistler Street, Peninsula, Pacific Waves, Manly National Parking Stations. Fees may be discounted by up to 20% at any pay station to encourage utilisation.</b>				
2 days per week (Monthly)	per month	0.00	86.70	Yes
2 days per week (Quarterly)	per quarter	260.00	279.50	Yes
2 days per week (Yearly)	per year	914.00	1,040.00	Yes
3 days per week (Monthly)	per month	0.00	130.00	Yes
3 days per week (Quarterly)	per quarter	0.00	419.25	Yes
3 days per week (Yearly)	per year	0.00	1,560.00	Yes
4 days per week (Monthly)	per month	0.00	173.35	Yes
4 days per week (Quarterly)	per quarter	520.00	559.00	Yes
4 days per week (Yearly)	per year	1,828.00	2,080.00	Yes
5 days (Mon-Fri) (Monthly)	per month	0.00	216.70	Yes
5 days (Mon-Fri) (Quarterly)	per quarter	647.00	698.75	Yes
5 days (Mon-Fri) (Yearly)	per year	2,209.00	2,600.00	Yes
7 days (Mon-Sun) (Monthly)	per month	0.00	346.70	Yes
7 days (Mon-Sun) (Quarterly)	per quarter	960.00	1,108.25	Yes
7 days (Mon-Sun) (Yearly)	per year	3,258.00	4,160.00	Yes
Replacement Cards	each	0.00	50.00	No
<b>Parking - Pay and Display - Clontarf, Shelly Beach, Sandy Bay &amp; Spit Bridge</b>				
Off peak season - Daily rate (1 May to 30 Sept inclusive)	per day	25.00	35.00	Yes
Off peak season - Hourly rate (1 May to 30 Sept inclusive)	per hour	8.00	8.00	Yes
Peak season - Daily rate (1 Oct to 30 April inclusive)	per day	28.00	40.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Peak season - Hourly rate (1 Oct to 30 April inclusive)	per hour	10.00	10.00	Yes
<b>Parking - Pay and Display - Freshwater to Narrabeen including Manly Dam</b>				
Off peak season - Daily rate (1 May to 30 Sept inclusive)	per day	23.00	35.00	Yes
Off peak season - Hourly rate (1 May to 30 Sept inclusive)	per hour	7.00	8.00	Yes
Peak season - Daily rate (1 Oct to 30 April inclusive)	per day	28.00	40.00	Yes
Peak season - Hourly rate (1 Oct to 30 April inclusive)	per hour	8.00	10.00	Yes
<b>Parking - Pay and Display - North Narrabeen to Palm Beach</b>				
Off peak season - Daily rate (1 May to 30 Sept inclusive)	per day	22.00	35.00	Yes
Off peak season - Hourly rate (1 May to 30 Sept inclusive)	per hour	5.00	8.00	Yes
Peak season - Daily rate (1 Oct to 30 April inclusive)	per day	25.00	40.00	Yes
Peak season - Hourly rate (1 Oct to 30 April inclusive)	per hour	6.00	10.00	Yes
<b>Parking - Pay and Display - Ocean Beach (Manly) to Queenscliff</b>				
<i>Comments: Part of Ocean Beach Front Parking is a Public Reserve</i>				
Off peak season - Buses 8+ seats (1 May to 30 Sept inclusive)	per hour	36.00	35.00	Yes
Off peak season - General parking (1 May to 30 Sept inclusive)	per hour	8.00	8.00	Yes
Peak season - Buses 8+ seats (1 Oct to 30 April inclusive)	per hour	41.00	40.00	Yes
Peak season - General parking (1 Oct to 30 April inclusive)	per hour	10.00	10.00	Yes
<b>Permit To Stand Plant on Council Road Reserve</b>				
Additional urgency fee for applications lodged within 2 business days of date permit is required	per application	350.00	357.00	No
Application fee when application lodged more than 2 business days prior to permit being required	per application	175.00	179.00	No
Rental rate (per lane x per day or part thereof)	per day per lane	250.00	255.00	No
<b>Restoration Charges</b>				
Late fee where permit not obtained before road opened or inadequate permit obtained	each	1,000.00	1,050.00	No
<b>Restoration Charges - Footpaths and Driveways</b>				

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
a) The Corso and Manly CBD only. This fee is charged in addition to the standard "Segmental Paving - Lay Only" rate where specialised paving is required.	per square metre	183.00	220.00	No
b) Cement concrete footpath - 1-3 sqm (1.5 sqm min.)	per square metre	629.00	660.00	No
c) Cement concrete footpath - 3-10 sqm	per square metre	391.00	410.00	No
d) Cement concrete footpath - 10-50 sqm	per square metre	270.00	285.00	No
e) Cement concrete footpath - > 50 sqm	per square metre	178.00	185.00	No
f) Commercial/CBD Pavers/Shopping Centres/restaurant precincts Charge in addition to the standard Segmental Paving - Lay Only rate	per square metre	162.00	195.00	No
g) Concrete commercial/industrial driveways - 0-5 sqm per sqm (1 sqm min.)	per square metre	970.00	1,015.00	No
h) Concrete commercial/industrial driveways - greater than 5 sqm per sqm	per square metre	567.00	680.00	No
i) Concrete residential driveways, multi-occupancy units - 0-5 sqm per sqm (1 sqm min.)	per square metre	886.00	930.00	No
j) Concrete residential driveways, multi-occupancy units - greater than 5 sqm per sqm	per square metre	569.00	620.00	No
k) Formed or grassed area per sqm	per square metre	194.00	200.00	No
l) Segmental Paving - Supply & Lay paving including 30mm sand bedding and 75mm concrete base - 1 - 3 m2	per square metre	936.00	1,030.00	No
m) Segmental Paving - Lay only (Original Pavers returned to Council on pallet) - paving including 30mm sand bedding and 75mm concrete base - 1 - 3 m2	per square metre	667.00	735.00	No
n) Segmental Paving - Lay only (Original Pavers returned to Council on pallet) - paving including 30mm sand bedding and 75mm concrete base - 3 - 10 m2	per square metre	495.00	545.00	No
o) Segmental Paving - Lay only (Original Pavers returned to Council on pallet) - paving including 30mm sand bedding and 75mm concrete base - 10 - 50 m2	per square metre	378.00	415.00	No
p) Segmental Paving - Lay only (Original Pavers returned to Council on pallet) - paving including 30mm sand bedding and 75mm concrete base - >50 m2 negotiation	per square metre	350.00	385.00	No
q) Segmental Paving - Supply & Lay paving including 30mm sand bedding and 75mm concrete base - 10-50 m2	per square metre	459.00	505.00	No
r) Segmental Paving - Supply & Lay paving including 30mm sand bedding and 75mm concrete base - 3 - 10 m2	per square metre	572.00	630.00	No
s) Segmental Paving - Supply & Lay paving including 30mm sand bedding and 75mm concrete base - >50 m2 negotiation	per square metre	432.00	475.00	No
<b>Restoration Charges - Kerb and Gutter</b>				
a) Drainage pit lintels (including 1.8m-3.6m)	each	Cost plus 20%	Cost plus 20%	No
b) Kerb and Gutter - 1-3 m (Minimum 1 linear metre)	per linear metre	697.00	730.00	No
c) Kerb and gutter - 3-10 m2	per linear metre	587.00	615.00	No
d) Kerb and Gutter - 10-50m2	per linear metre	524.00	550.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
e) Kerb and gutter 50 m2 negotiation (cost plus)	per linear metre	450.00	475.00	No
<b>Restoration Charges - Saw Cutting</b>				
Saw cutting	per metre	41.00	45.00	No
<b>Restoration Charges - Utility Authorities only</b>				
Quotation Scoping and Work Quality Signoff fee	per location	141.00	170.00	No
Restorations - Fixed Price Quotations for repairs to Council assets	per location	Fixed price - cost plus	Fixed price - cost plus	No
Work Quality Signoff inspection fee	per location	98.00	105.00	No
<b>Restoration Charges - Roads</b>				
Hot mix asphaltic concrete on fine crushed rock (50mm min AC DGB) - > 150 (or neg at cost plus 20%) per sqm	per square metre	121.00	135.00	No
Hot mix asphaltic concrete on fine crushed rock (50mm min AC DGB) - 1 - 5 per sq. m	per square metre	390.00	430.00	No
Hot mix asphaltic concrete on fine crushed rock (50mm min AC DGB) - 25 - 50 per sqm	per square metre	199.00	220.00	No
Hot mix asphaltic concrete on fine crushed rock (50mm min AC DGB) - 5 - 25 per sq. m	per square metre	258.00	285.00	No
Hot mix asphaltic concrete on fine crushed rock (50mm min AC DGB) - 50 - 150 per sqm	per square metre	142.00	170.00	No
Line marking	per square metre	Cost plus 20%	Cost plus 20%	No
Traffic control - additional charges as determined by Council	per site	Cost plus 10%	Cost plus 10%	No
Unsealed shoulders per sqm	per square metre	Cost plus 20%	Cost plus 20%	No
<b>Road Openings - Permit Fees</b>				
Road Opening Permit Fee (Utility Authorities excepted) in addition to required restoration fees	per location	250.00	275.00	No
<b>Road works Inspection</b>				
Additional site inspections - 1 inspection	per inspection	300.00	315.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Street Renaming</b>				
(i) New road naming (signposting additional as per fees and charges)	per location	1,375.00	1,404.05	No
(ii) Road renaming (renaming of existing street including consultation and statutory processes)	per location	1,695.00	1,730.80	No
<b>Traffic Facilities - Safety Mirror</b>				
Annual Rental/Inspection Fee	per annum	300.00	320.00	No
Application Fee	per application	720.00	750.00	No
Installation Fee	per application	Cost plus 20%	Cost plus 20%	No
<b>Work Zones on public roadway pavement</b>				
Additional urgent fee for applications required with minimum 2 days notice	per application	855.00	0.00	No
Application Fee - determination takes a minimum of two weeks	per application	855.00	873.05	No
Rental charge - invoiced upon determination of application	per metre per week	28.00	28.60	No
<b>Works Contribution - Contribution by adjoining owners towards 1/2 cost of works under Sec 217 Roads Act</b>				
Kerb and Gutter - primary frontage	per metre	149.00	152.15	No
Kerb and Gutter - secondary frontage	per metre	75.00	76.60	No
<b>Parks &amp; Recreation</b>				
<b>Access over, working on reserves</b>				
Additional Inspection Fee (if applicable)	per inspection	120.00	94.00	Yes
Application Fee (includes pre & post inspection) - waived for sports groups in LGA	per application	235.00	265.00	Yes
Bond	per booking	Bond to be determined upon assessment of application and potential impact	Bond to be determined upon assessment of application and potential impact	No
Temporary storage, fee per square metre (if applicable)	per week	16.30	16.65	Yes
<b>After Hours Call Out</b>				
Call out (weekend, public holidays, after hours)	per instance	320.00	377.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Banners</b>				
Application Fee - Commercial	per booking	76.00	78.00	Yes
Application Fee - Non Profit	per booking	38.00	39.00	Yes
Council Removal Fee	per instance	118.00	94.00	Yes
Unapproved banner impound fee	per instance	112.00	114.40	Yes
<b>Beach Services</b>				
Hourly Rate for hire of staff for events - weekday	per hour per staff member	60.00	60.00	Yes
Hourly Rate for hire of staff for events - weekend	per hour per staff member	75.00	75.00	Yes
Jet ski daily rate for hire	per day	220.00	220.00	Yes
<b>Brookvale Park</b>				
Brookvale Park - Entire Complex excluding Nationally based sporting competitions, fee determined upon assessment of application including participant numbers, access and facilities required.	per booking	Fee to be determined upon assessment of application	Fee(s) to be determined upon assessment of application.	Yes
Brookvale Park - Lounges, Community Spaces, Specific Purpose Areas, Amenities - Commercial	per hour	45.00	46.00	Yes
Brookvale Park - Lounges, Community Spaces, Specific Purpose Areas, Amenities - Non Profit inside LGA	per hour	22.50	23.00	Yes
Brookvale Park - Lounges, Community Spaces, Specific Purpose Areas, Amenities - Non Profit outside LGA	per hour	30.00	34.50	Yes
Brookvale Park - Sports field - Non Profit inside LGA	per hour	50.00	55.00	Yes
Brookvale Park, Sports field - Commercial, excluding Nationally based sporting competitions (includes toilets, change rooms)	per hour	200.00	220.00	Yes
Brookvale Park, Sports field - Non Profit outside LGA	per hour	75.00	92.00	Yes
Entire Facility Booking - Nationally based sporting competitions and trial matches (where tickets are sold for the event). Hire fees and any other outstanding fees are to be paid in full prior to the booking date. A new competition match or trial match will constitute another Booking Period. Other costs, such as cleaning, rubbish collection, on-call plumber & on-call electrician will be at the hirers expense. A Cash Bond of 20% of the Booking Fee, will also be required. Note, the hirer will receive all income derived from their usage, including ticket sales (general admission, corporate tickets and memberships), television rights, signage revenue and food and beverage revenue.	per booking	Booking Fee - \$45,000 + GST. A \$2,000 charge per Booking Period will apply for cost of utilities (power, flood-lighting, water, gas etc.).	Booking Fee - \$45,000 + GST. A \$2,000 charge per Booking Period will apply for cost of utilities (power, flood-lighting, water, gas etc.).	Yes
Event bump in and out (if applicable)	per hour	50% of applicable hourly rate	50% of applicable rate.	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Lighting fees (for use outside of any Council agreements)	per hour	see fees for sportsground lighting	See fees for sportsground lighting	Yes
Partial Facility Booking - Nationally based sporting competitions and trial matches (where tickets are sold for the event). Hire fees and any other outstanding fees are to be paid in full prior to the booking date. A new competition match or trial match will constitute another Booking Period. Other costs, such as cleaning, rubbish collection, on-call plumber & on-call electrician will be at the hirers expense. A Cash Bond of 20% of the Booking Fee, will also be required. Note, the hirer will receive all income derived from their usage, including ticket sales (general admission, corporate tickets and memberships), television rights, signage revenue and food and beverage revenue.	per booking	A Booking Fee is to be determined by Council, based on the user's apportioned usage of the Entire Facility. A \$2,000 charge per Booking Period will apply for cost of utilities (power, flood-lighting, water, gas etc.).	A Booking Fee is to be determined by Council, based on the user's apportioned usage of the Entire Facility. A \$2,000 charge per Booking Period will apply for cost of utilities (power, flood-lighting, water, gas etc.).	Yes
Service Provision Fee - includes facility and ground preparation before and or after event as determined by Council	per booking	Rate based on cost of service plus 10%	Fee(s) based on cost of service plus 10%.	Yes
<b>Cancellation</b>				
Cancellation administration Fee (minimum if applicable)	per booking	75.00	76.00	Yes
<b>Charity Bins</b>				
Temporary use of a park area for a charity bin	per bin	108.00	110.30	Yes
<b>Commercial Dog Walking - Manly Lagoon Reserve, Seaforth Oval, Tania Park</b>				
Permit Application Fee	per permit	40.00	40.00	Yes
Permit Fee, per annum	per permit	538.00	549.35	Yes
Replacement permit holder	each	4.60	4.70	Yes
<b>Commercial Markets</b>				
Commercial - (i) 50 stalls & under	per day	876.00	895.00	Yes
Commercial - (ii) 51 to 100 stalls	per day	1,460.00	1,491.00	Yes
Commercial - (iii) 101+ stalls	per day	2,211.00	2,258.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Development Application for the removal or pruning of trees</b>				
Additional fee for DA if applicant requests to make representations during site inspection	per application	85.00	85.00	No
Development Application fee for removal or pruning of a tree	per application	\$150 for the first tree and \$45 per additional tree	\$150 for the first tree and \$45 per additional tree	No
<b>Electricity access in Parks</b>				
Recovery of electricity costs	per booking	Fee to be determined upon assessment of electricity use	Fee(s) to be determined upon assessment of electricity use.	Yes
<b>Events, Special Events - Former Pittwater LGA</b>				
High Impact One-off Event (maximum depending on event type)	per application	15,285.00	0.00	No
<b>Events, Special Events - Governor Phillip Park, McCarrs Creek Reserve &amp; Biliarong Reserve only</b>				
Events 0 - 50 people	per booking	628.00	0.00	No
Events 101 - 150 people	per booking	1,408.00	0.00	No
Events 151 - 200 people	per booking	1,727.00	0.00	No
Events 200+ people	per booking	2,365.00	0.00	No
Events 51 - 100 people	per booking	863.00	0.00	No
<b>Events, Special Events - Premier Events including Manly Beach</b>				
Bump In/Out Fee (minimum 2 hours)	per hour	313.00	0.00	Yes
Commercial, Community Major Scale Events (maximum as determined by Council)	per day	24,963.00	25,489.75	Yes
Commercial, Community Medium Scale Events (maximum as determined by Council)	per day	17,974.00	18,353.25	Yes
Commercial, Community Minor Scale Events (maximum as determined by Council)	per day	8,387.00	8,564.00	Yes
Commercial, Local Business small event (maximum as determined by Council)	per day	233.00	237.95	Yes
<b>Fee for use of open spaces including parks, reserves, beaches, rock pools, sportgrounds</b>				
Annual not for profit use inside LGA (per venue, per day, up to 12 months)	per booking	161.00	161.00	Yes
Annual not for profit use outside LGA (per venue, per day, up to 12 months)	per booking	322.00	322.00	Yes
Annual school use inside LGA - (per venue, per day, up to 12 months)	per booking	120.00	120.00	Yes
Annual school use outside LGA - (per venue, per day, up to 12 months)	per booking	240.00	240.00	Yes
ANZAC Day, Remembrance Day and related events	per booking	0.00	0.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Application administration, amendment (as required)	per hour	37.50	38.00	Yes
Assessment of Event Traffic Management Plans Low level disruption	per application	120.00	0.00	No
Assessment of Event Traffic Management Plans Medium to High Level disruption	per application	560.00	0.00	No
Bond	per booking	Bond to be determined upon assessment of application and potential impact	Bond to be determined upon assessment of application and potential impact.	No
Charity Event Low Impact	per day	46.00	46.00	Yes
Charity Events Medium Impact	per day	142.00	142.00	Yes
Christmas related community events hosted by groups based in the LGA (excludes major, significant events as determined by Council)	per booking	0.00	0.00	No
Circus, carnival	per week	4,850.00	4,950.00	Yes
Commercial (i) 1 to 50 people	per booking	257.00	262.00	Yes
Commercial (ii) 51 to 150 people	per booking	396.00	404.00	Yes
Commercial (iii) 151 to 200 people	per booking	612.00	625.00	Yes
Commercial (iv) 201 to maximum permitted	per booking	1,001.00	1,022.00	Yes
Commercial use (excludes major, significant events as determined by Council)	per hour	51.00	67.50	Yes
Commercial Use Seasonal (excludes major, significant events as determined by Council)	per quarter	0.00	930.00 per location	Yes
Community Events as determined by council	per application	739.00	739.00	Yes
Events Major - fee determined upon assessment of application including participant numbers, access and facilities required.	per booking	Fee to be determined upon assessment of application	Fee(s) to be determined upon assessment of application.	Yes
Fee reduction - financial hardship	per application	0.00	0.00	No
Fee reduction - One-off venue hire that delivers broad community benefit	per application	0.00	0.00	No
Fee reduction - Provision of services to One-off event that delivers broad community benefit	per application	0.00	0.00	No
Non profit inside LGA	per hour	20.00	22.50	Yes
Non profit outside LGA	per hour	35.00	37.50	Yes
Pool and beach wheel chair hire	per booking	0.00	0.00	Yes
Recovery of cleaning costs	per booking	Rate based on cost of service plus 10%	Fee(s) based on cost of service plus 10%.	Yes
Rockpool use by community swimming clubs based in LGA (excludes major, significant events as determined by Council)	per booking	0.00	0.00	No
Service Provision Fee - includes facility and ground preparation before and or after event as determined by Council	per hour	Rate based on cost of service plus 10%	Fee(s) based on cost of service plus 10%.	No
Skate park Competition Events (excludes major, significant events as determined by Council)	per day	366.00	374.00	Yes
Skate park Events - community	per day	220.00	225.00	Yes
social events, gatherings 75 - 200 people	per hour	30.00	0.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
social events, gatherings up to 75 people	per hour	20.00	20.00	Yes
Surf Life saving related events hosted by groups based in the LGA (excludes major, significant events as determined by Council)	per booking	0.00	0.00	No
Surf School (not applicable where a licence or other agreement is in place)	per booking	103.00	105.00	Yes
Surfing events hosted by groups based in the LGA (excludes major, significant events as determined by Council)	per booking	0.00	0.00	Yes
<b>Filming</b>				
Application Processing	per booking	115.00	115.00	No
Filming application fee - High (50+ crew)	per application	500.00	500.00	No
Filming application fee - Low (11 -25 crew)	per application	150.00	150.00	No
Filming application fee - Medium (26 -50 crew)	per application	300.00	300.00	No
Filming application fee - Ultra Low (less than 10 crew)	per application	0.00	0.00	No
High Impact Filming (50+)	per day	980.00	1,000.70	No
High Impact Filming (50+)	per half day	631.80	645.15	No
Medium Impact Filming (26-50)	per day	700.00	714.80	No
Medium Impact Filming (26-50)	per half day	382.15	390.25	No
News/Current Affairs/Stills/Educational/Community Service	per booking	0.00	0.00	No
Photography Application Fee	per application	37.50	37.50	No
Site Inspection Fee	per instance	120.00	0.00	No
Standard Low Impact Filming (1-25)	per day	570.00	582.05	No
Standard Low Impact Filming (1-25)	per half day	254.75	260.15	No
<b>Fitness Trainer Permit Fees -</b>				
1-2 persons - annual fee	per permit	178.00	181.80	Yes
1-2 persons - half year or part thereof	per permit	89.00	90.90	Yes
3-8 persons - annual fee	per permit	352.00	359.45	Yes
3-8 persons - half year or part thereof	per permit	177.00	180.75	Yes
9-18 persons - annual fee	per permit	1,044.00	1,066.05	Yes
9-18 persons - half year or part thereof	per permit	522.00	533.05	Yes
<b>Fitness Trainer Permit Fees - Premier sites including Manly Beach</b>				
12 months for 11 to 18 people	per permit	2,770.00	2,828.45	Yes
12 months for 2 or less people	per permit	455.00	464.60	Yes
12 months for 3 to 5 people	per permit	1,000.00	1,021.10	Yes
12 months for 6 to 10 people	per permit	1,600.00	1,633.80	Yes
Lower impact, 3 months for 11 to 18 people	per permit	880.00	898.60	Yes
Lower impact, 3 months for 2 or less people	per permit	148.00	151.15	Yes
Lower impact, 3 months for 3 to 5 people	per permit	295.00	301.25	Yes
Lower impact, 3 months for 6 to 10 people	per permit	490.00	500.35	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Permit Application Fee per Instructor/Trainer	per application	33.00	38.00 Application fee applies for all Fitness Trainer Permits	Yes
Replacement Permit Holder	per permit	4.60	4.70 Replacement Permit Holder Fee applies for all Fitness Trainer Permits	Yes
<b>Forestville War Memorial Playing Fields &amp; Cromer 2 - Synthetic</b>				
Commercial use (excludes major, significant events as determined by Council)	per hour	100.00	150.00	Yes
Non profit inside LGA	per hour	44.00	45.00	Yes
Non profit outside LGA	per hour	72.00	75.00	Yes
<b>Helicopter Landings - former Pittwater LGA</b>				
Helicopter Landings	per landing	310.00	316.55	Yes
Helicopter Landings - up to 4 landings per day (minimum fee)	per day	1,246.00	1,272.30	Yes
<b>Keys</b>				
Bond for key loss	each	Key bond	Bond based on cost of replacing key and or lock.	No
<b>Manly Dam</b>				
Events, Commercial, per area	per hour	74.00	75.60	Yes
Events, Non Commercial, Inside LGA	per hour	30.00	30.65	Yes
Events, Non Commercial, Outside LGA	per hour	52.00	53.10	Yes
Fee to open Manly Dam main gate after hours	per instance	50.00	0.00	Yes
Table hire covered	per day	70.00	70.00	Yes
Table hire uncovered	per day	48.00	48.00	Yes
<b>Manly Oval</b>				
Field, Commercial	per hour	100.00	112.50	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Field, Community	per hour	50.00	37.50	Yes
Full day hire e.g. Commercial sport	per day	1,305.00	800.00	Yes
Full day hire e.g. Community sport	per day	731.00	400.00	Yes
Major Users - MDCC & MRFC	per month	2,490.00	2,543.00	Yes
Pavilion	per hour	30.00	30.00	Yes
Plaque Community	each	580.00	592.25	Yes
Plaque Corporate	each	1,058.00	1,080.35	Yes
Recovery of cleaning costs	per hour	Rate based on cost of service plus 10%	Fee(s) based on cost of service plus 10%.	Yes
<b>Marquees in parks</b>				
Erection of Marquee Between 48m <sup>2</sup> and 225m <sup>2</sup> as determined by Council	per booking	291.00	0.00	No
Erection of Marquee up to 48m <sup>2</sup> (6m x 8m) as determined by Council	per booking	162.00	0.00	No
<b>Memorial</b>				
Installation of Olympic Plaque (Mainly)	each	1,568.00	1,601.10	Yes
Installation of plaque on existing seat	each	580.00	592.25	Yes
Installation of plaque, seat	each	2,372.25	2,422.30	Yes
Installation of plaque, seat & concrete slab	each	3,501.00	3,574.90	Yes
<b>Narrabeen Sports High School Synthetic Sportsfield</b>				
Bond	per booking	Bond to be determined upon assessment of application and potential impact	Bond to be determined upon assessment of application and potential impact.	No
Casual Booking - inside LGA	per hour	76.00	77.60	Yes
Casual Booking - outside LGA	per hour	122.00	124.60	Yes
Change Rooms	per booking	56.00	57.20	Yes
Commercial	per hour	194.00	150.00	Yes
Community inside LGA (other than Narrabeen Sports High)	per hour	46.00	45.00	Yes
Community outside LGA	per hour	76.00	75.00	Yes
Seasonal Booking - inside LGA (other than Narrabeen Sports High)	per hour	63.00	0.00	Yes
Sportsground Lighting	per hour	see fees for sportsground lighting	See fees for sportsground lighting	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Netball Courts</b>				
Commercial	per hour	8.65	8.85	Yes
Non profit inside LGA	per hour	3.55	3.65	Yes
Non profit outside LGA	per hour	5.00	5.15	Yes
<b>Parks Access Bond</b>				
Bond	per booking	Bond to be determined upon assessment of application and potential impact	Bond to be determined upon assessment of application and potential impact.	No
<b>Pittwater Rugby Park</b>				
Administration Fee (if applicable)	per hour	433.10	38.00	Yes
BBQ Area	per hour	94.00	96.00	Yes
BBQ Area Only (no entry to function room)	per hour	85.00	86.80	Yes
Bond	per booking	Bond to be determined upon assessment of application and potential impact	Bond to be determined upon assessment of application and potential impact.	No
Bump In/Bump Out (per hour)	per hour	71.00	72.50	Yes
Electricity Per Hour	per hour	75.00	75.00	Yes
Equipment Storage Space - Per Location	per quarter	55.00	56.20	Yes
Field 1, Change Rooms	per day	413.00	421.75	Yes
Field 1, Change Rooms	per hour	112.00	114.40	Yes
Field 1, Change Rooms - Sporting Professional Rate (minimum fee)	per booking	489.00	499.35	Yes
Field 1, Cleaning Fee Ground & Grandstand - 50 to 500 persons (schools exempt)	per booking	734.00	749.50	Yes
Field 1, Cleaning Fee Ground & Grandstand - over 500 persons (schools exempt)	per booking	3,057.00	3,121.50	Yes
Field 1, Cleaning Fee Ground & Grandstand - up to 50 persons (schools exempt)	per booking	254.75	260.15	Yes
Field 1, Commercial including additional Hours	per hour	296.00	300.00	Yes
Field 1, Commercial, Daily Rate (8 hours) (excludes concerts, festivals, large sporting events - for these bookings see Commercial Bookings on Reserve)	per booking	2,038.00	2,081.00	Yes
Field 1, Fee (excludes concerts, festivals, large sporting events) High impact 1,001 - 5,000 people	per day	6,776.00	6,919.00	Yes
Field 1, Fee (excludes concerts, festivals, large sporting events) Low impact 250 - 500 people	per day	1,681.00	1,716.50	Yes
Field 1, Fee (excludes concerts, festivals, large sporting events) Medium impact 501 - 1,000 people	per day	2,547.00	2,600.75	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Field 1, gate fee for major and significant events - determined upon assessment of application including participant numbers, access and facilities required.	per booking	Fee to be determined upon assessment of application	Fee(s) to be determined upon assessment of application.	Yes
Field 1, Not for Profit in LGA (including toilets)	per hour	93.00	90.00	Yes
Field 1, Not for Profit Outside the LGA including additional Hours	per hour	93.00	150.00	Yes
Field 1, Not for Profit Outside the LGA, 251+ persons	per hour	324.00	330.85	Yes
Field 1, Not for Profit Outside the LGA, 251+ persons, up to 8 hours	per booking	1,204.00	1,229.40	Yes
Field 1, Not for Profit Outside the LGA, 51 - 250 persons	per hour	162.00	165.45	Yes
Field 1, Not for Profit Outside the LGA, 51 - 250 persons, up to 8 hours	per booking	834.00	851.60	Yes
Field 1, Not for Profit Outside the LGA, 8 Hours (daily rate)	per booking	463.00	472.80	Yes
Field 1, Not for Profit Outside the LGA, Less than 50 persons	per hour	111.00	113.35	Yes
Field 1, Not for Profit Outside the LGA, Less than 50 persons, up to 8 hours (daily rate)	per booking	509.00	519.75	Yes
Field 1, Sporting/Professional/Corporate Events/Promotions (Single booking with no gate receipts)	per hour	296.00	300.00	Yes
Field 2, Change Rooms	per day	413.00	421.75	Yes
Field 2, Change Rooms	per hour	112.00	114.40	Yes
Field 2, Change Rooms - Sporting Professional Rate (minimum fee)	per booking	489.00	499.35	Yes
Field 2, community events	per day	224.00	228.75	Yes
Field 2, community events	per half day	143.00	146.05	Yes
Field 2, Corporate Events/Promotions/Fireworks/Gala Day/Fete/Market (includes Toilets)	per day	764.00	780.15	Yes
Field 2, Corporate Events/Promotions/Fireworks/Gala Day/Fete/Market (includes Toilets)	per hour	117.00	119.50	Yes
Field 2, Corporate Events/Promotions/Fireworks/Gala Day/Fete/Market (includes Toilets) - cleaning >500 persons	per instance	601.00	613.70	Yes
Field 2, Corporate Events/Promotions/Fireworks/Gala Day/Fete/Market (includes Toilets) - cleaning 50 to 500 persons	per instance	183.00	186.90	Yes
Field 2, Erection of a Marquee (over 225m <sup>2</sup> or 15m x 15m)	per application	290.00	0.00	No
Field 2, Erection of a Marquee (under 225m <sup>2</sup> )	per half day	163.00	0.00	No
Field 2, Late application Fee (Less than 5 working days)	per half day	141.00	0.00	No
Field 2, Line marking (as determined by Council)	per booking	306.00	0.00	Yes
Field 2, Not for Profit in LGA	per day	255.00	260.40	Yes
Field 2, Not for Profit in LGA	per half day	153.00	156.25	Yes
Field 2, Not for Profit outside LGA	per day	275.00	280.80	Yes
Field 2, Not for Profit outside LGA	per half day	194.00	198.10	Yes
Field 2, Other Commercial Use	per day	1,707.00	1,743.05	Yes
Field 2, Sporting/Professional (as applicable)	per hour	163.00	166.45	Yes
Field 2, Sports Clinics	per day	265.00	270.60	Yes
Field 2, sports clinics	per half day	153.00	156.25	Yes
Field 2, Toilets - Main Facility (per hour)	per half day	51.00	52.10	Yes
Field 3,4,5,6, 7 AFL Club Rooms	per hour	29.00	29.65	Yes
Filming	per day	1,783.00	0.00	No
Filming	per half day	815.00	0.00	No
Floodlights	per hour	55.05	56.25	Yes
Function Room Cleaning Fee	per booking	161.00	164.40	Yes
Function Room Every additional hour	per hour	65.00	66.40	Yes
Function Room Hire (5 hours)	per booking	170.00	173.60	Yes
Function Room Hire (up to 8 hours)	per booking	255.00	260.40	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Function Room, Low intensity activities (e.g. meetings/yoga)	per hour	40.00	40.85	Yes
Hire of Change Rooms	per day	65.00	66.40	Yes
Hire of Change Rooms	per hour	28.00		Yes
Line Marking (complex) as determined by Council	per booking	611.00	28.60	Yes
			Fee(s) based on cost of service plus 10%.	
Line Marking (simple) as determined by Council	per booking	306.00		Yes
			Fee(s) based on cost of service plus 10%.	
Main Facility, Northern Area, 8 hours	per booking	183.00	186.90	Yes
Main Facility, Southern Area, 8 hours	per booking	183.00	186.90	Yes
Medical Room	per hour	51.00	52.10	Yes
Scoreboard - Main Field	per hour	25.50	26.05	Yes
Waste Bin	per bin	21.00	21.45	Yes
<b>Seasonal Sportsground User Fees for Junior Players</b>				
<b>Comments: This fee applies to the summer season 2018/19 and the winter season 2018</b>				
Fee for seasonal use of a sportsground by a sports group.				
Fee applies to all groups that have been allocated a Council sportsground, or sportsgrounds for the winter sports season 2018 (*March 2018 to August 2018) or summer sports season 2018/19 (*September 2018 to March 2019). *Winter and summer season dates are subject to change at Council's discretion.	per player	12.40	12.70	Yes
<b>Seasonal Sportsground User Fees for Senior Players</b>				
<b>Comments: This fee applies to the summer season 2018/19 and the winter season 2018</b>				
Fee for seasonal use of a sportsground by a sports group.				
Fee applies to all groups that have been allocated a Council sportsground, or sportsgrounds for the winter sports season 2018 (*March 2018 to August 2018) or summer sports season 2018/19 (*September 2018 to March 2019). *Winter and summer season dates are subject to change at Council's discretion.	per player	16.70	17.05	Yes
<b>Sportsground Lighting Fees</b>				
Allambie Heights Sportsground Lighting - Zone 1	per hour	8.25	8.45	Yes
Aquatic Reserve Sportsground Lighting - Zone 1	per hour	9.85	10.10	Yes
Aquatic Reserve Sportsground Lighting - Zone 2	per hour	2.85	2.95	Yes
Aquatic Reserve Sportsground Lighting - Zone 3	per hour	4.90	5.00	Yes
Ararat sportsground Lighting - Zone 1	per hour	2.55	2.60	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Ararat sportsground Lighting - Zone 2	per hour	2.55	2.60	Yes
Ararat sportsground Lighting - Zone 3	per hour	2.55	2.60	Yes
Ararat sportsground Lighting - Zone 4	per hour	2.55	2.60	Yes
Balgowlah Oval Lighting - Zone 1	per hour	4.15	6.55	Yes
Balgowlah Oval Lighting - Zone 2	per hour	0.00	9.80	Yes
Bantry Reserve Lighting - Zone 1	per hour	9.95	10.20	Yes
Beacon Hill Sportsground Lighting - Zone 1	per hour	6.65	6.80	Yes
Beacon Hill Sportsground Lighting - Zone 2	per hour	6.65	6.80	Yes
Beacon Hill Sportsground Lighting - Zone 3	per hour	0.75	0.80	Yes
Beacon Hill Sportsground Lighting - Zone 4	per hour	3.85	3.95	Yes
Beacon Hill Sportsground Lighting - Zone 5	per hour	0.50	0.55	Yes
Belrose Sportsground Lighting - Zone 1	per hour	4.10	4.20	Yes
Beverley Job Sportsground Lighting - Zone 1	per hour	9.85	10.10	Yes
Beverley Job Sportsground Lighting - Zone 3	per hour	4.05	4.15	Yes
Boondah Reserve 1 Lighting - Zone 1	per hour	12.25	12.55	Yes
Boondah Reserve 2,3 & 4 Lighting - Zone 2	per hour	6.10	6.25	Yes
Boondah Reserve 5A Netball Lighting - Zone 3	per hour	8.15	8.35	Yes
Boondah Reserve 6 & 7 Lighting - Zone 4	per hour	6.10	6.25	Yes
Brookvale Park Lighting - Zone 1	per hour	28.00	28.60	Yes
Brookvale Park Lighting - Zone 2	per hour	75.00	76.60	Yes
Brookvale Park Lighting - Zone 3	per hour	174.00	177.70	Yes
Careel Bay Sportsground 1 Lighting - Zone 1	per hour	12.25	12.55	Yes
Careel Bay Sportsground 2 Lighting - Zone 2	per hour	12.25	12.55	Yes
Careel Bay Sportsground 3A, 3B, 3C & 4 Lighting - Zone 3	per hour	12.25	12.55	Yes
Collaroy Plateau Sportsground Lighting - Zone 1	per hour	5.25	5.40	Yes
Cromer Park Sportsground - Field 2,3,4 & 5 Lighting - Zone 2	per hour	3.35	3.45	Yes
Cromer Park Sportsground - Field 2,3,4 & 5 Lighting - Zone 1	per hour	6.65	6.80	Yes
Cromer Park Sportsground - Field 2,3,4 & 5 Lighting - Zone 3	per hour	13.10	13.40	Yes
Cromer Park Sportsground - Field 2,3,4 & 5 Lighting - Zone 4	per hour	9.05	9.25	Yes
David Thomas Sportsground Lighting - Zone 3	per hour	9.05	9.25	Yes
David Thomas Sportsground Lighting - Zone 1	per hour	3.35	3.45	Yes
David Thomas Sportsground Lighting - Zone 2	per hour	9.05	9.25	Yes
David Thomas Sportsground Lighting - Zone 4	per hour	4.15	4.25	Yes
Dee Why Sportsground Lighting - Zone 1	per hour	3.35	6.55	Yes
Dee Why Sportsground Lighting - Zone 2	per hour	6.65	9.80	Yes
Forestville Park Sportsground Lighting - Zone 1	per hour	0.00	6.55	Yes
Forestville Park Sportsground Lighting - Zone 2	per hour	0.00	9.80	Yes
Forestville Park Sportsground Lighting - Zone 3	per hour	0.00	3.30	Yes
Forestville War Memorial Playing Field Lighting - Zone 1	per hour	1.55	1.60	Yes
Forestville War Memorial Playing Field Lighting - Zone 2	per hour	1.55	1.60	Yes
Forestville War Memorial Playing Field Lighting - Zone 3	per hour	11.90	12.15	Yes
Forestville War Memorial Playing Field Lighting - Zone 4	per hour	11.05	11.30	Yes
Forestville War Memorial Playing Field Lighting - Zone 5	per hour	3.35	3.45	Yes
Forestville War Memorial Playing Field Lighting - Zone 6	per hour	0.55	0.60	Yes
Forestville War Memorial Playing Field Lighting - Zone 7	per hour	9.85	10.10	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Griffith Park Sportsground Lighting - Zone 1	per hour	6.60	6.75	Yes
Harbord Park Sportsground Lighting - Zone 1	per hour	5.40	5.55	Yes
Harbord Park Sportsground Lighting - Zone 2	per hour	5.40	5.55	Yes
Harbord Park Sportsground Lighting - Zone 3	per hour	2.70	2.80	Yes
Harbord Park Sportsground Lighting - Zone 4	per hour	2.70	2.80	Yes
Hews Parade Sportsground Lighting - Zone 1	per hour	2.20	5.55	Yes
Hitchcock Park Lighting - Zone 1	per hour	8.15	8.35	Yes
James Morgan Sportsground Lighting - Zone 1	per hour	9.85	10.10	Yes
JJ Melbourne Hills Memorial Reserve Lighting - Zone 2	per hour	2.50	2.55	Yes
JJ Melbourne Hills Memorial Reserve Lighting - Zone 3	per hour	2.50	2.55	Yes
JJ Melbourne Hills Memorial Reserve Lighting - Zone 4	per hour	2.50	2.55	Yes
JJ Melbourne Hills Memorial Reserve Lighting - Zone 5	per hour	4.20	4.30	Yes
JJ Melbourne Hills Memorial Reserve Lighting - Zone 1	per hour	2.50	2.55	Yes
John Fisher Park - Abbott Rd Softball Grounds Lighting - Zone 1	per hour	3.30	3.40	Yes
John Fisher Park - Abbott Rd Softball Grounds Lighting - Zone 2	per hour	3.30	3.40	Yes
John Fisher Park - Abbott Rd Softball Grounds Lighting - Zone 3	per hour	3.30	3.40	Yes
John Fisher Park - Abbott Rd Softball Grounds Lighting - Zone 4	per hour	3.30	3.40	Yes
John Fisher Park - Field at Adams St Lighting - Zone 1	per hour	3.40	3.50	Yes
John Fisher Park - Fields 3, 4, 5 Lighting - Zone 1	per hour	4.95	5.05	Yes
John Fisher Park - Fields 3, 4, 5 Lighting - Zone 2	per hour	4.95	5.05	Yes
John Fisher Park - Fields 3, 4, 5 Lighting - Zone 3	per hour	4.95	5.05	Yes
John Fisher Park - Fields 3, 4, 5 Lighting - Zone 4	per hour	4.95	5.05	Yes
John Fisher Park - Fields 3, 4, 5 Lighting - Zone 5	per hour	5.75	5.90	Yes
John Fisher Park - Netball Courts Lighting - Zone 1	per hour	6.70	6.85	Yes
John Fisher Park - Netball Courts Lighting - Zone 2	per hour	4.05	4.15	Yes
John Fisher Park - Netball Courts Lighting - Zone 3	per hour	6.30	6.45	Yes
John Fisher Park - Netball Courts Lighting - Zone 4	per hour	6.30	6.45	Yes
John Fisher Park - Netball Courts Lighting - Zone 5	per hour	5.30	5.45	Yes
John Fisher Park - Netball Courts Lighting - Zone 6	per hour	2.70	2.80	Yes
John Fisher Park - Old Reub Hudson Field Lighting - Zone 1	per hour	8.80	4.90	Yes
John Fisher Park - Old Reub Hudson Field Lighting - Zone 2	per hour	0.00	6.10	Yes
John Fisher Park - Reub Hudson / Denzil Joyce Fields Lighting - Zone 3	per hour	2.10	2.15	Yes
John Fisher Park - Reub Hudson / Denzil Joyce Fields Lighting - Zone 1	per hour	2.10	2.15	Yes
John Fisher Park - Reub Hudson / Denzil Joyce Fields Lighting - Zone 2	per hour	2.50	2.55	Yes
John Fisher Park - Reub Hudson / Denzil Joyce Fields Lighting - Zone 4	per hour	2.50	2.55	Yes
John Fisher Park - Reub Hudson / Denzil Joyce Fields Lighting - Zone 5	per hour	2.50	2.55	Yes
John Fisher Park - Reub Hudson / Denzil Joyce Fields Lighting - Zone 6	per hour	2.50	2.55	Yes
Keirle Park Lighting - Zone 1	per hour	8.30	8.50	Yes
Keirle Park Lighting - Zone 2	per hour	6.65	6.80	Yes
Killarney Heights Sportsground Lighting - Zone 2	per hour	2.50	2.55	Yes
Killarney Heights Sportsground Lighting - Zone 1	per hour	2.50	2.55	Yes
Kitchener Park 1 & 2 Lighting - Zone 1	per hour	8.15	8.35	Yes
Kitchener Park 3, 4, 5 & 6 Lighting - Zone 2	per hour	8.15	8.35	Yes
L M Graham Reserve Lighting - Zone 1	per hour	13.30	10.65	Yes
L M Graham Reserve Lighting - Zone 2	per hour	0.00	20.50	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
L M Graham Reserve Lighting - Zone 3	per hour	0.00	27.90	Yes
Lake Park Lighting - Zone 1	per hour	12.23	12.50	Yes
Lionel Watts Sportsground Lighting - Zone 1	per hour	7.90	6.55	Yes
Lionel Watts Sportsground Lighting - Zone 2	per hour	8.10	3.30	Yes
Lionel Watts Sportsground Lighting - Zone 3	per hour	2.80	6.55	Yes
Lionel Watts Sportsground Lighting - Zone 4	per hour	5.50	1.65	Yes
Lionel Watts Sportsground Lighting - Zone 5	per hour	5.40	11.50	Yes
Lionel Watts Sportsground Lighting - Zone 6	per hour	5.50	8.20	Yes
Lionel Watts Sportsground Lighting - Zone 7	per hour	0.00	2.45	Yes
Lionel Watts Sportsground Lighting - Zone 8	per hour	0.00	2.45	Yes
MacFarlane Sportsground Lighting - Zone 1	per hour	2.20	2.25	Yes
Manly Oval Lighting - Zone 2	per hour	5.45	5.60	Yes
Manly Oval Lighting - Zone 3	per hour	16.30	16.65	Yes
Manly Oval Lighting - Zone 4	per hour	10.90	11.15	Yes
Manly Oval Lighting - Zone 1	per hour	5.45	5.60	Yes
Manly West Park Lighting - Zone 1	per hour	7.50	7.70	Yes
Miller Reserve Lighting - Zone 4	per hour	3.30	3.40	Yes
Miller Reserve Lighting - Zone 1	per hour	4.95	5.05	Yes
Miller Reserve Lighting - Zone 2	per hour	3.30	3.40	Yes
Miller Reserve Lighting - Zone 3	per hour	4.95	5.05	Yes
Miller Reserve Lighting - Zone 5	per hour	4.95	5.05	Yes
Miller Reserve Lighting - Zone 6	per hour	3.30	3.40	Yes
Miller Reserve Lighting - Zone 7	per hour	6.60	6.75	Yes
Miller Reserve Lighting - Zone 8	per hour	15.60	15.95	Yes
Nolan Reserve Lighting - Zone 1	per hour	9.05	9.25	Yes
Nolan Reserve Lighting - Zone 2	per hour	0.80	0.85	Yes
Nolan Reserve Lighting - Zone 3	per hour	4.95	5.05	Yes
Nolan Reserve Lighting - Zone 4	per hour	3.60	3.70	Yes
Nolan Reserve Lighting - Zone 5	per hour	5.75	5.90	Yes
Nolan Reserve Lighting - Zone 6	per hour	3.30	3.40	Yes
Nolan Reserve Lighting - Zone 7	per hour	5.75	5.90	Yes
North Narrabeen Reserve Field 1 Lighting	per hour	55.05	56.25	Yes
North Narrabeen Reserve Field 2 Lighting	per hour	30.60	31.25	Yes
North Narrabeen Sports High School Synthetic Field	per hour	39.00	39.85	Yes
Porter Reserve Lighting - Zone 1	per hour	12.25	12.55	Yes
Seaforth Oval Lighting - Zone 1	per hour	8.15	8.35	Yes
Seaforth Oval Lighting - Zone 2	per hour	8.45	8.65	Yes
Seaforth Oval Lighting - Zone 3	per hour	6.65	6.80	Yes
Seaforth Oval Lighting - Zone 4	per hour	1.65	1.70	Yes
St Matthews Farm Sportsground Lighting - Zone 1	per hour	13.10	6.75	Yes
St Matthews Farm Sportsground Lighting - Zone 2	per hour	6.60	4.90	Yes
St Matthews Farm Sportsground Lighting - Zone 3	per hour	3.30	4.90	Yes
St Matthews Farm Sportsground Lighting - Zone 4	per hour	9.05	4.90	Yes
St Matthews Farm Sportsground Lighting - Zone 5	per hour	3.30	3.40	Yes
St Matthews Farm Sportsground Lighting - Zone 6	per hour	1.80	1.85	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Terrey Hills Sportsground Lighting - Zone 1	per hour	5.40	4.70	Yes
Terrey Hills Sportsground Lighting - Zone 2	per hour	5.40	4.70	Yes
Terrey Hills Sportsground Lighting - Zone 3	per hour	2.70	2.30	Yes
Terrey Hills Sportsground Lighting - Zone 4	per hour	2.70	2.30	Yes
Warriewood Valley Sportsground 1 & 2 Lighting - Zone 1	per hour	12.25	12.55	Yes
Warriewood Valley Sportsground 3 Lighting - Zone 2	per hour	6.10	6.25	Yes
Weldon Oval Lighting - Zone 2	per hour	16.45	16.80	Yes
Weldon Oval Lighting - Zone 1	per hour	16.45	16.80	Yes
Wyatt Reserve Lighting - Zone 1	per hour	5.45	5.60	Yes
Wyatt Reserve Lighting - Zone 2	per hour	2.80	2.90	Yes
<b>Stony Range Botanic Garden</b>				
Corkery building hire, Commercial	per hour	30.00	30.00	Yes
Corkery building hire, Non Profit, Inside LGA	per hour	15.00	15.00	Yes
Corkery building hire, Non Profit, Outside LGA	per hour	20.00	20.00	Yes
<b>Turf Cricket Wicket</b>				
Commercial Use	per booking	1,200.00	1,200.00	Yes
Non Profit Community Use	per booking	600.00	600.00	Yes
Preparation of turf wicket	per booking	Rate based on cost of service plus 10%	Fee based on the cost to prepare the turf wicket plus 10%.	Yes
<b>Weddings</b>				
Ceremony Booking Fee (up to 3 hours)	per booking	470.00	470.00	Yes
Ceremony Hourly rate after 3 hours	per hour	120.00	120.00	Yes
<b>Natural Environment &amp; Climate Change</b>				
<b>Coastal Environment Centre - Conference Room Hire (600W HDTV cinema hire inc high speed internet IPOD/iphone compatible)</b>				
<i>Comments: Multiple custom table/seating design incl. theatre style open bi-fold doors to maximum 80 persons. Note - 15% discount for permanent hires (2 or more bookings)</i>				
For profit	per hour	41.00	41.90	Yes
For profit function rate	per hour	80.00	81.70	Yes
Not for profit	per day	153.00	156.25	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Not for profit	per half day	81.50	83.25	Yes
Not for profit	per hour	20.50	20.95	Yes
<b>Coastal Environment Centre - High School Excursion</b>				
'Coast to the Kids' Full Day - Additional students	per student	24.70	25.25	Yes
'Coast to the Kids' Full Day - For first 20 students	minimum charge	493.00	503.40	Yes
'Coast to the Kids' Half Day - Additional students	per student	20.20	20.65	Yes
'Coast to the Kids' Half Day - For first 20 students	minimum charge	404.00	412.55	Yes
<b>Coastal Environment Centre - High School Incursion</b>				
Coast to the Kids' - additional students	per student	6.70	6.85	Yes
Coast to the Kids' - Community Educators (by agreement)	per hour	81.50	83.25	Yes
Coast to the Kids' - For first 50 students	minimum charge	336.00	343.10	Yes
<b>Coastal Environment Centre - Pre-School</b>				
Where the Land Meets the Sea' - additional children	per child	9.90	10.15	Yes
Where the Land Meets the Sea' - For first 20 children	minimum charge	280.00	285.95	Yes
Where the Land Meets the Sea' - Eco Tots	per child	15.30	15.65	Yes
<b>Coastal Environment Centre - Primary School Excursion</b>				
Connecting K6 to the Coast' Full Day - additional students	per student	19.60	20.05	Yes
Connecting K6 to the Coast' Full Day - For first 22 students	minimum charge	432.00	441.15	Yes
Connecting K6 to the Coast' Half Day - additional students	per student	15.70	16.05	Yes
Connecting K6 to the Coast' Half Day - For first 22 students	minimum charge	345.00	352.30	Yes
<b>Coastal Environment Centre - School Holiday Program Activities</b>				
'Kids on the Coast' (ages 4-18)	per student	61.15	62.45	Yes
'Kids on the Coast' (ages 4-18) - Minimum 20 students	group rate, per student	24.20	24.75	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Coastal Environment Centre - University/TAFE Excursion</b>				
Full Day - additional students	per student	28.00	28.60	Yes
Full Day - For first 20 students	minimum charge	560.00	571.85	Yes
<b>Coastal Environment Centre - University/TAFE Incursion</b>				
Community Educators (by agreement)	per hour	86.30	88.15	Yes
<b>Coastal Environment Centre - Venue Services</b>				
After Hours Security & Access Control	per hire	137.50	140.40	Yes
Cleaning	per hire	56.00	57.20	Yes
Key Deposit (payable at time of booking)	per hire	81.50	83.25	No
Kitchen	per hire	25.50	26.05	Yes
Refundable bond - Functions and special events	per hire	510.00	520.80	No
<b>Development Engineering - Compliance Certificate - Subdivision Final</b>				
<b>Comments: Environmental Planning and Assessment Act 1979 (Part 4A Certificate)</b>				
Final Certificate per allotment e.g. 10 allotments is 10 x fee	per certificate	495.25	505.70	No
Partial compliance per certificate e.g. Compliance certificate for a stage of works silt and sediment control works	per certificate	495.25	505.70	No
<b>Development Engineering - AUSPEC - Former Pittwater or Warringah LGA</b>				
LGA's specifications for engineering works - complete document	each	457.55	467.20	No
LGA's specifications for engineering works - construction component	each	285.30	291.35	No
LGA's specifications for engineering works - design component	each	229.30	234.15	No
<b>Development Engineering - Authorisation of legal documents</b>				
<b>Comments: Conveyancing Act 1919 Section 88</b>				
Resigning fee	per application	250.70	256.00	No
Signing and extinguishment fee for positive covenants and restrictions as per user including on-site stormwater detention system inspection for all other development (i.e. Residential, flat buildings)	per application	672.55	686.75	No
Signing and extinguishment fee for positive covenants and restrictions as per user including on-site stormwater detention system inspection for single residential dwellings	per application	434.10	443.30	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Development Engineering - Bonds and guarantees</b>				
Bond/guarantee to cover the cost and/or maintenance of road and drainage, footpath works etc.	per approval	Determined by LGA	Determined by LGA	No
<b>Development Engineering - Compliance Certificates - On-site detention</b>				
<i>Comments: Environmental Planning and Assessment Act 1979 (Part 4A Certificate)</i>				
Compliance Certificate for each additional OSD tank or basin	per certificate	297.55	303.85	No
Multi-unit Dwelling and Industrial (includes up to 2 separate OSD tanks or basins)	per certificate	941.55	961.45	No
Single Dwelling (includes up to 2 separate OSD tanks or basins)	per certificate	509.50	520.25	No
<b>Development Engineering - Construction Certificates (Engineering Works)</b>				
<i>Comments: Environmental Planning and Assessment Act 1979 Sections 109c(1)(b), 81a(2) &amp; 81a(4)</i>				
Application fee for engineering works	per application	1,710.90	1,747.00	Yes
Drainage works - drainage line	per metre	40.25	41.10	Yes
Inspection or reinspection of construction works. Roadworks, footpath, drainage works and inter-allotment drainage	per inspection	256.80	262.25	Yes
Issuing construction certificates and checking design plans. Roadworks, footpath, drainage works, inter-allotment drainage, rights of way, access ways and driveways	per metre	34.65	35.40	Yes
New roads road shoulder kerb and gutter	per metre	40.25	41.10	Yes
Onsite detention and drainage design component certification - multi unit development industrial	per application	941.55	961.45	Yes
Onsite detention and drainage design component certification - single dwelling	per application	485.05	495.30	Yes
Re-submission of engineering plans	per application	683.25	697.70	Yes
<b>Development Engineering - Drainage system / easement investigation</b>				
Investigation of drainage system in relation to development (i.e., extinguishment, future use etc.). Applicants are encouraged to obtain independent Engineering Consultant advice on drainage issues.	per hour	256.80	262.25	No
<b>Development Engineering - Enquiry or Request</b>				
For matters outside a current development application	per hour	256.80	262.25	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Development Engineering - Infrastructure works on Council roadway</b>				
<i>Comments: Application for infrastructure works (works other than minor encroachments) on a Council roadway made under the Roads Act 1993 Section 138 and 139</i>				
Application fee for infrastructure works	per application	1,328.80	1,356.85	No
Application for rising main	per application	1,328.80	1,356.85	No
Drainage works - drainage line	per metre	35.00	35.75	No
Inspection or reinspection of construction works. Roadworks, footpath, drainage works (LGA land)	per inspection	258.80	262.25	No
New Roads/ Road Shoulder/ Kerb and Gutter	per metre	35.00	35.75	No
Re-submission of engineering plans	per application	683.25	697.70	No
<b>Development Engineering - Positive Covenant Certificate</b>				
<i>Comments: Conveyancing Act 1919 Section 88G</i>				
Certificate for positive covenants for on-site stormwater detention systems	each	35.00	35.75	No
Urgency Fee (48 hours)	each	137.60	140.50	No
<b>Development Engineering - Storage and materials on footpaths and road reserve</b>				
<i>Comments: Roads Act 1993 Section 126</i>				
Late Fee (Additional Fee) for container/work shed permit (container/work shed delivered prior to obtaining permit)	per application	855.95	874.05	No
Rental rate for storage of materials on a footpath or public road reserve	per square metre per week	34.65	35.40	No
Stand container, work shed or building materials on footpath or public road reserve related to development activities	per application	190.30	194.35	No
<b>Development Engineering - Stormwater drainage systems</b>				
<i>Comments: Local Government Act 1993 Section 68</i>				
Cost of building works between \$0 to \$200,000	per application	646.05	659.70	No
Cost of building works between \$1,000,001 to \$2,000,000	per application	1,528.50	1,560.75	No
Cost of building works between \$200,0001-\$1,000,000	per application	968.05	988.50	No
Cost of building works greater than \$2,000,001	per application	3,057.00	3,121.50	No
Reinspection	per application	265.95	271.60	No
Resubmission of Plans Fee	per application	665.40	679.45	No
<b>Development Engineering - Subdivision Certificates (Linen Plan Release)</b>				

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Comments: Environment Planning and Assessment Act 1979 Section 109</b>				
Boundary alterations plan	per application	1,000.95	1,022.10	No
Consolidation plans	per application	1,165.75	1,190.35	No
Creation of 10 lots	per certificate	5,714.25	5,834.85	No
Creation of 2 lots	per certificate	1,912.90	1,953.30	No
Creation of 3 lots	per certificate	2,519.90	2,573.10	No
Creation of 4 lots	per certificate	3,060.95	3,125.55	No
Creation of 5 lots	per certificate	3,533.45	3,608.05	No
Creation of 6 lots	per certificate	4,021.95	4,106.85	No
Creation of 7 lots	per certificate	4,429.30	4,522.80	No
Creation of 8 lots	per certificate	4,823.80	4,925.60	No
Creation of 9 lots	per certificate	5,248.60	5,359.35	No
Creation of lot(s) in excess of 10 lots (Cost per lot in addition to the cost of 10 lots)	per lot	309.65	316.20	No
Plans of subdivision road dedication and easement	per application	1,188.15	1,213.25	No
Resigning fee	per certificate	380.10	388.15	No
<b>Development Engineering - Subdivision Construction Certificates</b>				
<b>Comments: Environment and Planning Assessment Act 1979 (Sections 109C (1b) and 81A (5))</b>				
For 10 lots	per certificate	4,991.05	5,096.40	No
For 2 lots	per certificate	1,473.50	1,504.60	No
For 3 lots	per certificate	2,080.80	2,124.70	No
For 4 lots	per certificate	2,613.75	2,668.90	No
For 5 lots	per certificate	3,149.75	3,216.25	No
For 6 lots	per certificate	3,505.65	3,579.65	No
For 7 lots	per certificate	3,683.70	3,761.45	No
For 8 lots	per certificate	3,981.25	4,065.25	No
For 9 lots	per certificate	4,635.45	4,733.30	No
Inspection or reinspection of construction works per inspection	per inspection	319.95	326.70	No
Per lot in excess of 10 lots	per certificate	279.20	285.10	No
<b>Development Engineering - Temporary ground anchors</b>				
<b>Comments: Application for temporary ground anchors made under the Roads Act 1993 Section 138 and 139</b>				
Temporary ground anchors application	per application	1,328.80	1,356.85	No
Temporary ground anchors permit	per anchor	764.25	780.40	No
<b>Development Engineering - Water management structures and reports</b>				
Special structures report assessment including water management reports and inspections	per hour	256.80	262.25	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Documents</b>				
Copy of Strategies, Plans or Environmental Reports on CD e.g. Plans of Management	per copy	31.60	32.30	No
Copy of Strategies, Plans or Environmental Reports on Hard copy e.g. Plans of Management	per copy	63.00	64.35	No
<b>Driveway Delineation</b>				
A single commercial or industrial driveway	per set of lines	415.00	423.80	No
A single residential driveway	per set of lines	296.00	302.25	No
<b>Driveway Form Work and Final Inspection Fee</b>				
Non-Residential – Formwork and final inspections for driveways including structural assessment (2 inspections)	per application	711.00	726.00	No
Residential – Formwork and final inspections for driveways in association with development consent (2 inspections)	per application	355.00	362.50	No
Residential – Formwork and final inspections for driveways not associated with development consent (2 inspections)	per application	300.00	306.35	No
Residential – Formwork and final inspections for driveways which require structural assessment (2 inspections)	per application	478.00	488.10	No
<b>Driveway Profile Application Fee</b>				
Application Fee for Driveway Profiles – in association with development consents	per application	410.00	418.65	No
Application Fee for Driveway Profiles – not associated with development consent	per application	177.00	180.75	No
<b>Emergency Coastal Protection Works</b>				
Certificate authorising the placement of temporary coastal protection works on public land under s55T of the Coastal Protection Act 1979	per application	110.00	110.00	No
<b>Environmental education and sustainability</b>				
Workshop Attendance Fee	per person	10.00	10.00	Yes
<b>Feral Animal Management</b>				
Feral animal cage trap bond	per trap	150.00	150.00	No
Feral animal cage trap hire	per hire	0.00	0.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Flood Risk Information Request</b>				
1% AEP Peak - Floodwater level data	per flood model run	1,019.00	1,040.50	No
Common (see Flood Information Request form)	per request	101.90	104.05	No
Licence for individuals or organisations to use available models for specific (large scale) projects	per year per model	3,303.10	3,372.80	No
Other floodwater data - If available	per flood model run	509.50	520.25	No
PMF Peak - Floodwater level data	per flood model run	1,019.00	1,040.50	No
<b>Flood Risk Information Request - Former Pittwater LGA</b>				
Additional requests for GIS data on flood, tidal inundation, coastal hazard affectation	per hour	224.20 minimum one hour then pro rata per 15 min	228.95	No
Basic Purpose (see Flood Information Request form)	per request	100.00	102.15	No
General Purpose (see Flood Information Request form)	per request	351.55	0.00	No
Multipurpose - former Pittwater LGA (see Flood Information Request form)	per request	443.30	452.65	No
<b>Hoardings</b>				
Application Fee	per application	344.40	351.70	No
Late Fee (Additional Fee) when work commenced prior to obtaining permit	per application	855.95	874.05	No
Permits - Building/Footpath - Type A/metre/month - Type A Fencing and Scaffolding	per metre per month	35.15	35.90	No
Permits - Building/Footpath - Type A/metre/month - Type A Fencing and Scaffolding greater than 1.2m	per square metre	29.90	29.90	Yes
Permits - Building/Footpath - Type B/metre/month - Type B Overheads	per metre per month	60.65	61.95	No
Permits - Building/Footpath - Type C/metre/month - Type C Overheads with offices sheds and/or storage	per metre per month	70.30	71.80	No
<b>Road Damage Fee and Bond</b>				
Bond where the cost of works is between \$1 - \$5,000	per application	0.00	0.00	No
Bond where the cost of works is between \$5,001 - \$50,000	per application	1,000.00	1,000.00	No
Bond where the cost of works is between \$50,001 - \$500,000	per application	1,500.00	1,500.00	No
Bond where the cost of works is between \$500,001 - \$1,000,000	per application	2,000.00	2,000.00	No
Bond where the cost of works is greater than \$1,000,000	per application	10,000.00	10,000.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Demolition Bond	per application	5,000.00	5,000.00	No
Inspection Fee	per inspection	320.00	320.00	No
Late fee (additional fee) for Authorised Contractor Permit (when work commenced prior to obtaining a permit)	per application	855.00	855.00	Yes
<b>Stormwater Drainage Pre-lodgement Meeting</b>				
Investigation into the applicable development requirements specifically relating to stormwater drainage	each	387.20	395.40	Yes
<b>Weed Management</b>				
Biosecurity administration fee (Biosecurity Act 2017)	per inspection	146.50	146.50	No
<b>Property</b>				
<b>Avalon Golf Course</b>				
Function Room Hire (Friday - Sunday)	each	150.00	150.00	Yes
Function Room Hire (Monday - Thursday)	each	120.00	120.00	Yes
Green Fees - Adults - 18 Holes	each	25.00	25.00	Yes
Green Fees - Adults - 9 Holes	each	20.00	21.00	Yes
Green Fees - Children (18 years and under) - 18 Holes	each	10.00	10.00	Yes
Green Fees - Children (18 years and under) - 9 Holes	each	10.00	10.00	Yes
Green Fees - Seniors - 18 Holes	each	20.00	20.00	Yes
Green Fees - Seniors - 9 Holes	each	15.00	16.00	Yes
Green Fees - Twilight (after 3.30pm no day light savings)	each	10.00	10.00	Yes
Green Fees - Twilight (after 4.30pm day light savings)	each	10.00	10.00	Yes
<b>Boat Storage</b>				
Administration Fee - Late payment	each	43.00	44.00	Yes
Application Fee for all watercraft storage and boat tie-up	each	0.00	38.00	Yes
Church Point Commuter Wharf - Boat Tie-up Permit - (half yearly rate) 1 September - 28 February	each	110.00	113.00	Yes
Church Point Commuter Wharf - Boat Tie-up Permit - 1 March - 28 February	each	220.00	225.00	Yes
Dinghy and Watercraft Storage - second craft in same bay - non-resident - 1 October - 30 September	each	0.00	140.00	Yes
Dinghy and Watercraft Storage - second craft in same bay - resident - 1 October - 30 September	each	0.00	92.00	Yes
Dinghy and Watercraft Storage - Non-Resident (half yearly rate) - 1 April - 30 September	each	137.00	140.00	Yes
Dinghy and Watercraft Storage - Non-Resident - 1 October - 30 September	each	273.00	279.00	Yes
Dinghy and Watercraft Storage - Resident/ratepayer - 1 October - 30 September	each	179.00	183.00	Yes
Dinghy and Watercraft Storage - Resident/ratepayer (half yearly rate) - 1 April - 30 September	each	90.00	92.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Large Boat Facilities (Rowland Reserve and Riddle Reserve West) - 1 October - 30 September	per application	189.00	193.00	Yes
Little Manly, Clontarf & Forty Baskets* - Dinghy / Surf Ski / Kayak Storage - Non-Resident Rate	per year	570.00	600.00	Yes
(*Forty Baskets - Dinghy only)				
Little Manly, Clontarf & Forty Baskets* - Dinghy / Surf Ski / Kayak Storage - Resident Rate	per year	294.00	300.00	Yes
(*Forty Baskets - Dinghy only)				
Rowland Reserve Waterways Facility - Bond - Commercial hire of space (per month)	each	578.00	590.00	No
- small compound (6m x 3m) -				
Rowland Reserve Waterways Facility - Casual storage (per week)	per week	65.00	66.00	Yes
Rowland Reserve Waterways Facility - Commercial hire of space (per month)	per month	184.00	188.00	Yes
- small compound (6m x 3m)				
Wharf Boat Tie-up Facilities - Additional fee discounted for 2nd boat tie-up	each	166.00	170.00	Yes
(Cargo Wharf Scotland Island) - 1 March - 28 February				
Wharf Boat Tie-up Facilities - Additional fee discounted for 2nd boat tie-up	each	83.00	85.00	Yes
(Cargo Wharf Scotland Island) - 1 September - 28 February				
Wharf Boat Tie-up Facilities - Allocated spaces - (half yearly rate) 1 September - 28 February	each	163.00	167.00	Yes
Wharf Boat Tie-up Facilities - Allocated spaces - 1 March - 28 February	per year	326.00	333.00	Yes
Wharf Boat Tie-up Facilities - Non allocated spaces - Scotland Island and Western Foreshores	each	247.00	252.00	Yes
- 1 March - 28 February				
Wharf Boat Tie-up Facilities - Non allocated spaces - Scotland Island and Western Foreshores	each	122.00	125.00	Yes
- (half yearly rate) 1 September - 28 February				
<b>Cemetery Fees</b>				
Application for Monumental Work - permission to add inscription - per site	per burial site	115.00	125.00	No
Application for Monumental Work - permission to construct new monument	per burial site	435.00	450.00	No
- includes inscription - per site (Manly or Mona Vale)				
Application for Monumental Work - permission to upgrade existing monument or install landscaping treatment	per burial site	255.00	265.00	No
Application for Monumental Work - use of burial site for monument	each	0.00	4,870.00	No
- where no burial will ever occur - not permitted with new site sales				
Bedrock memorials - Purchase interment right for large memorial	each	4,310.00	4,435.00	Yes
Bedrock memorials - Purchase interment right for small memorial	each	2,155.00	2,285.00	Yes
Burial site care - annual care (1 x visit per month)	each	600.00	660.00	Yes
Burial site care - clean inscription plate, remove weeds and spray, cover with mulch	each	150.00	155.00	Yes
Burial site care - renovate monument	each	Cost + up to 150%	Cost + 50%	Yes
Conical Vase - attached to memorial wall	each	Cost + up to 150%	265.00	Yes
Council buyback of unoccupied grave site	each	50% of current standard market price	4,782.50	No
Council buyback of unoccupied wall niche, memorial panel, garden bed or other position in cemetery	each	50% of current standard market price		No
Dedication Seat - i) Standard - installed in cemetery grounds at trustee discretion	each	50% of current standard market price	3,875.00	Yes
Dedication Seat - ii) Superior - installed in cemetery grounds at trustee discretion	each		4,745.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Dedication Seat - iii) Premium - installed in cemetery grounds at trustee discretion	each	5,745.00	5,745.00	Yes
Dedication Seat - Supply of bronze plaque 178mm x 102mm attached to timber seat and place Ash Remains in ground underneath	each	935.00	1,125.00	Yes
Exhumation - (subject to site inspection and Health Department approval)	each	Cost + up to 150%	Cost + 150%	Yes
- Excavation of site and recover of deceased	each	Cost + up to 150%	Cost + 150%	Yes
Exhumation - Preparation of documents and application to Health Dept.	each	Cost + up to 150%	Cost + 150%	Yes
Exhumation - removal of monumental work	each	200.00	200.00	Yes
Family attendance at Ashes Placement - Graves, Garden beds, Wall memorials, family rock memorials (weekdays 9am to 3pm)	each	1,025.00	1,125.00	Yes
Family rock memorial - Ashes placement (no attendance) and supply of bronze plaque 178mm x 102mm attached to family rock	each	2,365.00	2,435.00	Yes
First interment (Burial) - Weekday 9am to 3pm - Mona Vale	each	Cost + up to 150%	0.00	Yes
Gardenia Avenue Garden Estate - Supply premium memorial plaque and attach to memorial	each	2,785.00	2,785.00	Yes
Gum Tree Grove Garden Memorial - i) Standard Interment Right	each	3,785.00	3,785.00	Yes
Gum Tree Grove Garden Memorial - ii) Superior Interment Right	each	4,785.00	4,785.00	Yes
Gum Tree Grove Garden Memorial - iii) Premium Interment Right	each	3,275.00	3,275.00	Yes
Gum Tree Grove Granite Garden Estate - i) Standard Interment Right	each	4,275.00	4,275.00	Yes
Gum Tree Grove Granite Garden Estate - ii) Superior Interment Right	each	5,275.00	5,275.00	Yes
Gum Tree Grove Granite Garden Estate - iii) Premium Interment Right	each	Cost + up to 150%	1,722.00	Yes
Gum Tree Grove Granite Garden Estate - supply premium memorial plaque and attach to memorials	each	995.00	Service to be offered for no fee	Yes
Interment (Burial) - Infant or Child to 10 years	each	1,165.00	1,185.00	Yes
Interment (Burial) - Saturdays to 11am surcharge	each	4,395.00	4,395.00	Yes
Interment (Burial) - Weekday 9am to 3pm - Manly (by hand)	each	465.00	479.00	Yes
Interment (Burial) - Weekday 3pm to 5pm surcharge	each	640.00	659.00	Yes
Late or early arrival fee - Saturdays - every 30 minute interval	each	530.00	545.00	Yes
Late or early arrival fee - weekdays - every 30 minute interval	each	per individual site costs	0.00	Yes
Manly Cemetery - new columbarium wall - 25 year renewable limited tenure	each	2.5 times standard fee	0.00	Yes
Manly Cemetery - new columbarium wall - unlimited tenure	each	3,935.00	3,947.00	Yes
Manly Columbarium Wall - double niche in wall - i) Standard	each	5,085.00	5,245.00	Yes
Manly Columbarium Wall - double niche in wall - ii) Superior	each	6,335.00	6,555.00	Yes
Manly Columbarium Wall - double niche in wall - iii) Premium	each	1,235.00	1,485.00	Yes
Manly Columbarium Wall - plaque for double niche in wall - 8 lines	each	785.00	1,175.00	Yes
Manly Columbarium Wall - plaque for single niche in column - 8 lines	each	685.00	965.00	Yes
Manly Columbarium Wall - plaque for single niche in wall or column	each	3,995.00	2,714.00	Yes
Manly Columbarium Wall - single niche in column - i) Standard	each	5,245.00	3,620.00	Yes
Manly Columbarium Wall - single niche in column - ii) Superior	each	6,495.00	4,526.00	Yes
Manly Columbarium Wall - single niche in column - iii) Premium	each	2,395.00	2,467.00	Yes
Manly Columbarium Wall - single niche in wall - i) Standard	each	3,195.00	3,291.00	Yes
Manly Columbarium Wall - single niche in wall - ii) Superior	each	3,995.00	4,114.00	Yes
Manly Columbarium Wall - single niche in wall - iii) Premium	each	4,715.00	4,715.00	Yes
Manly Granite Columbarium Wall - double niche in wall - i) Standard	each			Yes

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Manly Granite columbarium Wall - double niche in wall - ii) Superior	each	6,295.00	6,295.00	Yes
Manly Granite Columbarium Wall - double niche in wall - iii) Premium	each	7,595.00	7,595.00	Yes
Manly Granite Columbarium Wall - plaque for double niche in wall - 8 lines	each	1,285.00	1,485.00	Yes
Manly Granite Columbarium Wall - plaque for single niche in wall or column	each	985.00	965.00	Yes
Manly Granite Columbarium Wall - single niche in wall - i) Standard	each	2,835.00	2,835.00	Yes
Manly Granite Columbarium Wall - single niche in wall - ii) Superior	each	3,775.00	3,775.00	Yes
Manly Granite Columbarium Wall - single niche in wall - iii) Premium	each	4,795.00	4,795.00	Yes
Memorial Garden Bed - (Mona Vale) Purchase of interment right for single position - i) Standard	each	1,075.00	1,115.00	Yes
Memorial Garden Bed - (Mona Vale) Purchase of interment right for single position - ii) Superior	each	1,395.00	1,435.00	Yes
Memorial Garden Bed - (Mona Vale) Purchase of interment right for single position - iii) Premium	each	1,730.00	1,785.00	Yes
Memorial Pillar in Gum Tree Grove Gardens	each	635.00	0.00	Yes
Memorial plaques - Additional line of text	each	Cost + up to 150%	45.00	Yes
Memorial plaques - Bronze plaque 178 x 102mm attached to kerbing on monument (not permitted on War Graves)	each	790.00	1,125.00	Yes
Memorial plaques - Conical Vase - attached to plaque	each	Cost + up to 150%	155.00	Yes
Memorial plaques - Detachable name plate for Bedrock Memorial Plaques	each	Cost + up to 150%	Cost + 150%	Yes
Memorial plaques - Emblems or Perpetual flowers	each	Cost + up to 150%	145.00	Yes
Memorial plaques - photo - True to Life - black and white - 30mm x 40mm	each	Cost + up to 150%	395.00	Yes
Memorial plaques - photo - True to Life - colour - 30mm x 40mm	each	Cost + up to 150%	530.00	Yes
Memorial plaques - photos - other materials or sizes	each	Cost + up to 150%	Cost + 150%	Yes
Memorial plaques - Upgrade plaque for Memorial Gardens A - D - 178mm x 102mm (Mona Vale)	each	585.00	645.00	Yes
Memorial plaques - Upgrade plaque from engraved to embossed for SO Reynolds Memorial Wall (Mona Vale)	each	525.00	575.00	Yes
Per line for double niche in wall	each	Cost + up to 150%	0.00	Yes
Permission to erect tomb, vault, sculpture or monuments over 1.5m - Manly Cemetery	each	710.00	710.00	No
Pittwater Memorial Wall Niche - Purchase interment right for single niche in granite wall - i) Standard (lower rows 5 & 6)	each	1,570.00	1,617.00	Yes
Pittwater Memorial Wall Niche - Purchase interment right for single niche in granite wall - ii) Superior (mid rows 3 & 4)	each	1,745.00	1,797.00	Yes
Pittwater Memorial Wall Niche - Purchase interment right for single niche in granite wall - iii) Premium (upper rows 1 & 2)	each	1,920.00	1,975.00	Yes
Pittwater Memorial Wall Niche - Supply and attach bronze plaque 185mm x 185mm (with 10 lines of text) and place Ash Remains	each	1,145.00	1,265.00	Yes
Pittwater Memorial Wall Panel - Purchase position on memorial wall 110mm x 110mm - i) Standard (lower rows 5 & 6)	each	295.00	315.00	Yes
Pittwater Memorial Wall Panel - Purchase position on memorial wall 110mm x 110mm - ii) Superior (mid rows 3 & 4)	each	385.00	395.00	Yes
Pittwater Memorial Wall Panel - Purchase position on memorial wall 110mm x 110mm - iii) Premium (upper rows 1 & 2)	each	475.00	485.00	Yes
Pittwater Memorial Wall Panel - Supply memorial plaque and attach to wall - 110mm x 110mm (weekdays or weekends subject to staff availability)	each	295.00	355.00	Yes
Place Ash Remains - after hours (weekdays or weekends subject to staff availability)	each	\$230 per hour or part thereof	230.00 per hour or part thereof	Yes
Place Ash Remains in Garden Beds A - D - (with family in attendance - weekdays 9am to 3pm)	each	200.00	1,327.00	Yes
Place Ash Remains in Garden beds or other in-ground memorial - after hours or weekends (subject to staff availability)	each	\$230 per hour	230.00 per hour or part thereof	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Place Ash Remains in Gravesite - Manly or Mona Vale (no attendance)	each	575.00	585.00	Yes
Pre-poured foundations	each		Cost + 150%	Yes
Priority allocation fee	each		50% of equivalent value product	Yes
Purchase bedrock memorial for off site use	each		0.00	Yes
Purchase Granite sloper and bronze plaque for burial site - (concrete footing not included)	each	0.00	2,085.00	Yes
Purchase of family rock estate - i) Standard - (accommodates up to 2 ash remains) - including bronze family name plate (placed in cemetery or memorial gardens at trustee discretion)	each	5,795.00	5,968.00	Yes
Purchase of family rock estate - ii) Superior - (accommodates up to 4 ash remains) - including bronze family name plate	each	9,275.00	9,553.00	Yes
Purchase of family rock estate - iii) Premium - (larger rock or premium location) - including bronze family name plate	each	12,755.00	13,137.00	Yes
Purchase of Interment Right for Burial Site - Full monumental sites - Manly - i) Standard	each	12,450.00	16,765.00	Yes
Purchase of Interment Right for Burial Site - Full monumental sites - Manly - ii) Superior	each	13,450.00	17,765.00	Yes
Purchase of Interment Right for Burial Site - Full monumental sites - Manly - iii) Premium	each	14,450.00	18,765.00	Yes
Purchase of Interment Right for Burial Site - Full monumental sites - Mona Vale - i) Standard	each	9,565.00	11,878.00	Yes
Purchase of Interment Right for Burial Site - Full monumental sites - Mona Vale - ii) Superior	each	10,565.00	12,878.00	Yes
Purchase of Interment Right for Burial Site - Full monumental sites - Mona Vale - iii) Premium	each	11,565.00	13,878.00	Yes
Purchase of Interment Right for Monumental Lawn Grave Site - i) Standard	each	8,605.00	10,326.00	Yes
Purchase of Interment Right for Monumental Lawn Grave Site - ii) Superior	each	9,605.00	11,526.00	Yes
Purchase of Interment Right for Monumental Lawn Grave Site - iii) Premium	each	10,605.00	12,726.00	Yes
Removal of Ash Remains from Wall Columbarium	each	430.00	455.00	Yes
Removal of ashes container from burial site	each	340.00	345.00	Yes
Removal of ashes container from Garden beds or other in-ground memorial	each	340.00	345.00	Yes
Remove and replace concrete infill or slab - fee for reopening of grave with tombstone and/or slab - Northern Memorials monuments	each	690.00	710.00	Yes
Scatter ashes in cemetery gardens or in Council LGA (designated locations) - details of deceased and location of ashes noted in Cemetery Register	each	250.00	258.00	Yes
Sculptural item - installed in cemetery grounds at discretion of trustee	each		Cost + 150%	Yes
Sculptural item - Ashes placement (no attendance) and supply of bronze plaque 178mm x 102mm attached to sculpture	each	1,025.00	1,055.00	Yes
Second interment (Burial) - Weekday 9am to 3pm - Mona Vale	each	2,165.00	2,230.00	Yes
Shallow Burial surcharge - in addition to standard interment	each	445.00	885.00	Yes
SO Reynolds Memorial Wall - Ashes placement and supply of bronze plaque 137mm x 102mm (with 8 lines of text)	each	845.00	975.00	Yes
SO Reynolds Memorial Wall - Purchase of interment right for single niche in memorial wall	each	925.00	952.00	Yes
Soiling and planting for a grave	each		Cost + up to 150%	Yes
Sundial or Compass Memorial - including bronze plaque - no ashes	each	635.00	195.00	Yes
Supply bronze plaque (178mm x 102mm with 7 lines of text) mounted on sandstone plinth and place ashes - no attendance	each	1,025.00	1,127.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Supply large bedrock memorial 'design border' plaque and place ashes inside (355mm x 230mm including 8 lines of text)	each	1,365.00	1,495.00	Yes
Supply of bronze plaque 178mm x 102mm attached to timber seat (does not include ashes interment)	each	585.00	585.00	Yes
Supply small bedrock memorial 'design border' plaque and place ashes inside (230mm x 230mm including 8 lines of text)	each	1,185.00	1,295.00	Yes
Surcharge for family attendance at Grave site or Memorial Wall Ashes Placement	each	200.00	200.00	Yes
Transfer of burial or niche interment right - including issue of new certificate - i) up to 2 sites	each	255.00	275.00	No
Transfer of burial or niche interment right - including issue of new certificate - ii) 3 or more sites	each	385.00	395.00	No
Tree Memorial - Manly Cemetery - Family (4 positions)	each	10,295.00	10,295.00	Yes
Tree Memorial - Manly Cemetery - shared	each	2,325.00	2,325.00	Yes
Tree Memorial - Mona Vale Cemetery - i) family	each	8,745.00	8,745.00	Yes
Tree Memorial - Mona Vale Cemetery - ii) shared	each	1,935.00	1,935.00	Yes
Triple Depth Excavation surcharge - in addition to standard interment	each	485.00	495.00	Yes
True to life COLOUR photo - 50mm x 70mm - for Bedrock memorial cameo	each	Cost + up to 150%	395.00	Yes
Turfing a grave	each	Cost + up to 150%	195.00	Yes
<b>Cost Recovery</b>				
Public Notification of Applications required by statute, including but not limited to newspaper and internet advertisements, signage and letters.	per application	Cost recovery plus 10%	Cost recovery plus 10%	No
<b>Currawong Beach Cottages</b>				
<b>Comments: High Season - December to January and Easter. Low Season - June to August. Mid Season - February to May (excluding Easter)</b>				
High Season - 2 Bedroom Cottage - Midweek per night	per night	350.00	355.00	Yes
High Season - 2 Bedroom Cottage - Weekend Fri & Sat (2 nights)	per weekend	1,100.00	1,120.00	Yes
High Season - 2 Bedroom Cottage - Weekly (7 nights)	per week	2,500.00	2,550.00	Yes
High Season - Cottages - Midweek per night	per night	250.00	255.00	Yes
High Season - Cottages - Weekend Fri & Sat (2 nights)	per weekend	550.00	560.00	Yes
High Season - Cottages - Weekly (7 nights)	per week	1,450.00	1,480.00	Yes
High Season - Midholme & Lodge - Midweek per night	per night	650.00	665.00	Yes
High Season - Midholme & Lodge - Weekend Fri & Sat (2 nights)	per weekend	2,200.00	2,245.00	Yes
High Season - Midholme & Lodge - Weekly (7 nights)	per week	5,000.00	5,100.00	Yes
Linen Hire - Queen and Double	per hire	35.00	36.00	Yes
Linen Hire - Single	per hire	25.00	26.00	Yes
Low Season - 2 Bedroom Cottage - Midweek per night	per night	175.00	180.00	Yes
Low Season - 2 Bedroom Cottage - Weekend Fri & Sat (2 nights)	per weekend	550.00	560.00	Yes
Low Season - 2 Bedroom Cottage - Weekly (7 nights)	per week	1,100.00	1,120.00	Yes
Low Season - Cottages - Midweek per night	per night	110.00	112.00	Yes
Low Season - Cottages - Weekend Fri & Sat (2 nights)	per weekend	310.00	315.00	Yes
Low Season - Cottages - Weekly (7 nights)	per week	595.00	605.00	Yes
Low Season - Midholme & Lodge - Midweek per night	per night	300.00	305.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Low Season - Midholme & Lodge - Weekend Fri & Sat (2 nights)	per weekend	1,200.00	1,225.00	Yes
Low Season - Midholme & Lodge - Weekly (7 nights)	per week	2,100.00	2,140.00	Yes
Mid Season - 2 Bedroom Cottage - Midweek per night	per night	275.00	280.00	Yes
Mid Season - 2 Bedroom Cottage - Weekend Fri & Sat (2 nights)	per weekend	795.00	810.00	Yes
Mid Season - 2 Bedroom Cottage - Weekly (7 nights)	per week	1,995.00	2,035.00	Yes
Mid Season - Cottages - Midweek per night	per night	160.00	165.00	Yes
Mid Season - Cottages - Weekend Fri & Sat (2 nights)	per weekend	440.00	450.00	Yes
Mid Season - Cottages - Weekly (7 nights)	per week	895.00	915.00	Yes
Mid Season - Midholme & Lodge - Midweek per night	per night	410.00	420.00	Yes
Mid Season - Midholme & Lodge - Weekend Fri & Sat (2 nights)	per weekend	1,750.00	1,785.00	Yes
Mid Season - Midholme & Lodge - Weekly (7 nights)	per week	3,200.00	3,265.00	Yes
Towel Hire	per hire	5.00	5.00	Yes
<b>Display of Articles on Footpaths</b>				
Footpath Merchandise Bond (to be returned at cessation of approval)	each	305.00	320.00	No
Manly & Warringah - Application fee & 2 year approval - not including signs & other misc. items i.e. pot plants	per application	220.00	230.00	No
Merchandise stands - Avalon - Annual usage	per square metre per year	260.00	275.00	No
Merchandise stands - Mona Vale - Annual usage	per square metre per year	270.00	285.00	No
Merchandise stands - Newport - Annual usage	per square metre per year	200.00	210.00	No
Merchandise stands - North Narrabeen - Annual usage	per square metre per year	140.00	150.00	No
Merchandise stands - Palm Beach - Annual usage	per square metre per year	180.00	190.00	No
Merchandise stands - Pittwater (Other areas) - Annual usage	per square metre per year	133.00	140.00	No
Pittwater - Portable signs & Embellishments - Annual usage	per square metre per year	130.00	140.00	No
Pittwater - Portable signs & Embellishments - Application Fee	per square metre per year	105.00	110.00	No
<b>Inspection</b>				
<i>Comments: Excluding Council owned or managed residential properties and commercial investment properties</i>				
Inspection Fee	per inspection	250.00	255.00	Yes
<b>Lease or other dealing of Public Land/Road Reserve/Crown Reserves/Community Buildings</b>				

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Comments: Excluding Council owned or managed residential properties and commercial investment properties</b>				
Annual Licence Fee to Sporting Clubs (not-for-profit) for use of council buildings (former Pittwater LGA only)	per year	580.00	590.00	Yes
Annual rental for exclusive use of unused sections of public land per sq. m (* minimum fee \$525 per annum)	per application	\$83.00 per square metre or by Independent Qualified Valuation (which ever is greater)	\$85.00 per square metre or by Independent Qualified Valuation (which ever is greater)	Yes
Application fee for easement or other dealing (i.e. covenants, caveats, purchase of Council Operational land) over Council land	per application	\$2,300.00 (non refundable deposit). Value of the land to be determined by Registered Valuer	\$2,345.00 (non refundable deposit). Value of the land to be determined by Registered Valuer	No
Application fee for Landowners consent for DA	per application	570.00	580.00	No
Application fee for Landowners consent for DA - Not for profit organisations	per application	\$77.00 per hour	\$80.00 per hour	No
Application fee for lease assignment (not including legal fees)	per application	\$2,300 (non refundable deposit)	\$2,350 (non refundable deposit)	Yes
Application fee for road reserve closure	per application	\$10,700 (non refundable deposit)	\$10,915 (non refundable deposit)	No
Application fee for road reserve consent (sect 138/139 Roads Act 1993) or lease of Council road reserve	per application	\$1,400.00 non refundable deposit	\$1,400.00 non refundable deposit	Yes
Compensation fee for the creation/modification/release of easement/covenant/right of way where Council is the Property Owner or is the Authority	each	\$11,220 or an amount determined by valuation; whichever is greater	\$11,450 or an amount determined by valuation; whichever is greater	Yes
Internal legal preparation fee for lease/licence/easement/road reserve encroachment or other dealing in respect of land (other than as prohibited by the Retail Leases Act) - not for profit organisations	per application	\$1,400.00 for up to 6 hours then \$150.00 per hour	\$1,430.00 for up to 6 hours then \$150.00 per hour	Yes
Internal legal preparation fee for lease/licence/easement/road reserve encroachment or other dealing in respect of land (other than as prohibited by the Retail Leases Act) - other entities	per application	\$3,530.00 for up to 12 hours then \$150.00 per hour	\$3,600.00 for up to 12 hours then \$150.00 per hour	Yes
Legal preparation fee in respect of attending a customer request where council requires external legal services (other than as prohibited by the Retail Leases Act)	per application	Quoted cost plus 10% to be paid in advance	Quoted cost plus 10% to be paid in advance	Yes
Mainly - Garage/Carport/Landscaped garden/Enclosed Annual fee (minimum rate \$525) - Pursuant to Sect 138/139 Roads Act 1993	per year	per annum 1.0% of Precinct Value (P.V.) + GST	per annum 1.0% of Precinct Value (P.V.) + GST	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Manly Access / Driveway annual fee (minimum rate \$525) - Pursuant to Sect 138/139 Roads Act 1993	per year	per annum 0.5% of Precinct Value (P.V.) + GST	0.5% of Precinct Value (P.V.) + GST per annum	Yes
Minor Lease/License Administration Fee (as determined by Council)	per application	370.00	375.00	Yes
Plan Preparation fee (if required) - complex (max 5 hours then hourly rate)	per application	\$1,350.00 non refundable deposit	\$1,380.00 non refundable deposit	Yes
<b>Manly Andrew Boy Charlton Aquatic Centre - Additional Charges</b>				
Birthday Party - Per Child (no party food supplied)	per child	19.00	19.00	Yes
Birthday Party - Per Child (party food supplied)	per child	26.00	26.00	Yes
Cleaning Fee Per Hour	per hour	166.65	166.65	Yes
Filming Fees - Application Fee	each	300.00	300.00	No
Lifeguard Hire - Per Hour	per hour	52.70	52.70	Yes
Plus Per Lane Per Hour 25M Pool	per hour	159.00	159.00	Yes
Plus Per Lane Per Hour 50M Pool	per hour	229.00	229.00	Yes
Room Hire Crèche - per hour	per hour	40.00	40.00	Yes
Room Hire Group Fitness Room - per hour	per hour	90.00	90.00	Yes
Staff Member Filming	per hour	52.70	52.70	Yes
Staff Member Filming After Hours	per hour	97.80	97.80	Yes
Student Program Schools - Per Student 30 minute lesson	each	9.95	9.95	No
Student Program Schools - Per Student 45 minute lesson	each	12.00	12.00	No
Swim Assessment Fee	each	6.00	6.00	Yes
Vacation Care - Per Child	per child	5.65	5.65	Yes
<b>Manly Andrew Boy Charlton Aquatic Centre - Admissions</b>				
10 Pass Adult Entry Card Swim Only	each	70.00	72.00	Yes
10 Pass Entry Card Swim Only Concession	each	53.00	54.00	Yes
10 Visit Adult Pass Fitness Centre	each	190.00	195.00	Yes
10 Visit Adult Pass Group Fitness	each	175.00	195.00	Yes
10 Visit Adult Swim, Spa, Steam/Sauna	each	120.00	120.00	Yes
10 Visit Pass Fitness Centre Concession	each	170.00	175.00	Yes
10 Visit Pass Group Fitness Concession	each	140.00	175.00	Yes
10 Visit Swim, Spa, Steam/Sauna Concession	each	90.00	90.00	Yes
20 Pass Adult Entry Card Swim Only	each	125.00	128.00	Yes
20 Pass Entry Card Swim Only Concession	each	95.00	98.00	Yes
20 Visit Adult Pass Group Fitness	each	310.00	390.00	Yes
20 Visit Pass Group Fitness Concession	each	265.00	350.00	Yes
Adult Swim	per session	8.00	8.00	Yes
Casual Fitness Centre Visit	per session	21.00	21.50	Yes
Casual Fitness Centre Visit Concession	per session	17.00	17.50	Yes
Child Concession 4-16 years (child concession card)	per session	4.50	4.50	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Child/Concession Swim	per session	6.00	6.00	Yes
Children under 4 years, TPI, school teachers in charge of school groups	per session	0.00	0.00	Yes
Community Youth Groups Per Student	per session	6.00	6.00	Yes
Crèche (1.5 hours)	per 1.5 hrs	6.00	6.00	Yes
Crèche (1.5 hours) Second and Subsequent Child	per 1.5 hrs	5.00	5.00	Yes
Crèche 10 visit pass	each	50.00	50.00	Yes
Family Concession (A family is a maximum of 5 members of one immediate family)	per session	17.25	18.50	Yes
Family Swim (A family is a maximum of 5 members of one immediate family)	per session	23.00	23.00	Yes
Group Fitness Class / Aqua Class	per session	21.00	21.50	Yes
Group Fitness Class / Aqua Class Concession	per session	17.00	17.50	Yes
Spectator	per session	4.00	4.00	Yes
Swim, Spa, Steam, Sauna Combo (entry fee additional)	per session	5.00	5.00	Yes
Swim, Spa, Steam, Sauna Combo Concession (entry fee additional)	per session	4.00	4.00	Yes
<b>Manly Andrew Boy Charlton Aquatic Centre - Carnival Packages</b>				
School Carnivals 25M Indoor Pool - Hourly Rate Whole Pool (handheld)	per hour	375.00	375.00	Yes
School Carnivals 25M Indoor Pool - Hourly Rate Whole Pool (touchpad)	per hour	425.00	425.00	Yes
School Carnivals 25M Outdoor Pool - Hourly Rate Whole Pool (handheld)	per hour	280.00	280.00	Yes
School Carnivals 25M Outdoor Pool - Hourly Rate Whole Pool (touchpad)	per hour	330.00	330.00	Yes
School Carnivals 50M Pool - Hourly Rate Whole Pool (handheld)	per hour	555.00	555.00	Yes
School Carnivals 50M Pool - Hourly Rate Whole Pool (touchpad)	per hour	650.00	650.00	Yes
<b>Manly Andrew Boy Charlton Aquatic Centre - Memberships</b>				
1 x 30 minute personal training session	each	48.00	48.00	Yes
1 x 60 minute personal training session	each	85.00	85.00	Yes
10 x 30 minute personal training session	each	400.00	400.00	Yes
10 x 60 minute personal training session	each	690.00	690.00	Yes
12 month Family Membership for 2 members with access to all aquatic centre facilities conditions apply	each	2,184.00	2,288.00	Yes
12 month Family Membership for 3 members with access to all aquatic centre facilities conditions apply	each	2,340.00	2,444.00	Yes
12 month Family Membership for 4 members with access to all aquatic centre facilities conditions apply	each	2,496.00	2,600.00	Yes
12 Month Fitness Centre Membership Adult	each	1,248.00	1,300.00	Yes
12 Month Fitness Centre Membership Concession	each	1,092.00	1,144.00	Yes
3 month Fitness Centre Membership (Health Providers Only)	each	410.00	420.00	Yes
5 x 30 minute personal training session	each	210.00	210.00	Yes
5 x 60 minute personal training session	each	375.00	375.00	Yes
6 Month Direct Debit Membership Adult	each	676.00	689.00	Yes
6 Month Direct Debit Membership Adult Concession	each	598.00	611.00	Yes
Full Swim Season Family (A family is a maximum of 5 members of one immediate family)	per season	995.00	995.00	Yes
Full Swim Season Ticket Adult	per season	660.00	670.00	Yes
Full Swim Season Ticket Concession	per season	410.00	420.00	Yes
Half Swim Season Family (A family is a maximum of 5 members of one immediate family)	per half season	560.00	570.00	Yes
Half Swim Season Ticket Adult	per half season	382.00	388.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Half Swim Season Ticket Concession	per half season	226.00	230.00	Yes
Health Assessment Fee	each	60.00	60.00	Yes
Membership Cancellation Fee (if cancelled within minimum term)	each	150.00	150.00	Yes
Membership Replacement Card Fee	each	6.00	10.00	Yes
<b>Manly Andrew Boy Charlton Aquatic Centre - Pool Hire</b>				
25 Metre Indoor Pool - Commercial, Private, Social Group - Per Hour Per Lane	per lane per hour	53.00	53.00	Yes
25 Metre Indoor Pool - Schools, Registered Sporting and Swimming Clubs - Per Hour Per Lane 50% discount	per lane per hour	26.50	26.50	Yes
25 Metre Outdoor Pool - After Hours Pool Hire - Hourly Rate Whole Pool	per hour	200.00	205.00	Yes
25 Metre Outdoor Pool - After Hours Pool Hire - Hourly Rate Whole Pool (entry fee additional) Schools, Registered Sporting and Swimming Clubs - 50% discount	per hour	100.00	102.50	Yes
25 Metre Outdoor Pool - Schools, Registered Sporting & Swimming Clubs - Hourly rate whole pool	per lane per hour	100.00	102.50	Yes
25 Metre Outdoor Pool - Schools, Registered Sporting and Swimming Clubs - Per Hour Per Lane 50% discount	per lane per hour	20.00	20.50	Yes
25 Metre Outdoor Pool Corporate, Commercial, Private, Social Group - Per Hour Per Lane	per lane per hour	40.00	41.00	Yes
25 Metre Pool Registered Foundation Swimming Clubs Per Hour Per Lane	per lane per hour	0.00	15.50	Yes
50 Metre Outdoor Pool - After Hours Pool Hire - Hourly Rate Whole Pool (entry fee additional)	per hour	230.00	234.00	Yes
50 Metre Outdoor Pool - After Hours Pool Hire - Hourly Rate Whole Pool (entry fee additional) Schools, Registered Sporting and Swimming Clubs - 50% discount	per hour	115.00	117.00	Yes
50 Metre Outdoor Pool - Schools, Registered Sporting and Swimming Clubs - Per Hour Per Lane 50% discount	per lane per hour	40.00	41.00	Yes
50 Metre Outdoor Pool Corporate, Commercial, Private, Social Group - Per Hour Per Lane	per lane per hour	80.00	82.00	Yes
50 Metre Pool Registered Foundation Swimming Clubs Per Hour Per Lane	per lane per hour	0.00	31.00	Yes
Indoor Program Pool - Commercial, Private, Social Group - Per Hour Per Lane	per lane per hour	30.00	30.00	Yes
<b>Manly Andrew Boy Charlton Aquatic Centre - Programs</b>				
Learn To Swim Adult Direct Debit (paid fortnightly)	each	41.00	41.00	No
Learn To Swim Child, Concession Direct Debit (paid fortnightly)	each	37.50	37.50	No
Masters Squad - per lesson	each	15.00	15.00	Yes
Private Learn To Swim Lesson 1 x Participant - 30 minutes	each	42.00	42.00	Yes
Private Learn To Swim Lesson 2 x Participants - 30 minutes	each	70.00	70.00	Yes
Private Learn To Swim Lesson 3 x Participants - 30 minutes	each	90.00	90.00	Yes
School Holiday Intensive Swim Program - per child, per day	each	18.50	18.50	Yes
Squads 1 x session per week (paid fortnightly)	each	35.00	35.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Squads 2 x session per week (paid fortnightly)	each	52.60	52.60	Yes
Squads 3 x session per week (paid fortnightly)	each	60.00	60.00	Yes
Squads 4 x session per week (paid fortnightly)	each	72.40	72.40	Yes
<b>Outdoor Dining</b>				
Administration Fee - Late Payment	each	105.00	108.00	No
Avalon	per square metre	290.00	330.00	No
Bonds - Security & Performance (to be paid for each new approval & returned at cessation of approval)	each	greater of \$1,000 or 3 months approval fee	greater of \$1,000 or 3 months approval fee	No
Collaroy - Other Areas	per square metre	230.00	250.00	No
Collaroy - Pittwater Road Strip	per square metre	310.00	355.00	No
Curl Curl and Queenscliff	per square metre	230.00	250.00	No
Dee Why - Other Areas	per square metre	380.00	410.00	No
Dee Why Beachfront (The Strand)	per square metre	670.00	700.00	No
Forestville Shopping Centre	per square metre	360.00	390.00	No
Freshwater	per square metre	430.00	450.00	No
Initial application fee (non refundable)	per application	650.00	450.00	No
Initial approval fee (to be paid if successful in your application)	per application	0.00	200.00	No
Manly - CBD Central - Area 1 - South Steyne (the Corso - Wentworth Street)	per square metre	1,275.00	1,275.00	No
Manly - CBD Central - Area 1 - The Corso (between Darley Road & North Steyne incl. cnr Sydney Road)	per square metre	1,275.00	1,275.00	No
Manly - CBD Central - Area 2 - The Corso (between East Esplanade & Darley Road)	per square metre	765.00	800.00	No
Manly - Bond - Rialto Square Toilet Key	each	100.00	100.00	No
Manly - CBD - Area 3 - North Steyne (The Corso to Raglan Street), Market Lane, Sydney Road Plaza and Rialto Square	per square metre	765.00	765.00	No
Manly - CBD - Area 4 - Darley Road (The Corso & Wentworth Street), North Steyne (North of Raglan Street) and South Steyne (South of Wentworth)	per square metre	640.00	670.00	No
Manly - CBD - Area 4 - Raglan Street	per square metre	640.00	660.00	No
Manly - CBD - Area 5 - Victoria Parade (including the corner with South Steyne), Wentworth Street (between South Steyne & Darley Road), Darley Road, Marine Parade and Belgrave St & Whistler Street	per square metre	580.00	605.00	No

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Manly - Non CBD - Pittwater Road	per square metre	380.00	435.00	No
Manly - Non CBD - Beatrice Street, Balgowlah Heights, Sydney Road, Seaford and Sydney Road, Fairlight and all other former Manly LGA's	per year	380.00	385.00	No
Minimum annual usage fee for outdoor dining approvals	per square metre	500.00	500.00	No
Mona Vale	each	310.00	340.00	No
Narrabeen	per square metre	365.00	390.00	No
Newport	per year	265.00	305.00	No
North Balgowlah, Brookvale, Frenchs Forest and Narraweena	per square metre	310.00	315.00	No
North Narrabeen	per year	240.00	280.00	No
Palm Beach	per square metre	250.00	295.00	No
Renewal/New Owner Transfer Fee	each	Area less than 10sqm \$285. For areas greater than 10sqm, a rate of \$15 per sqm is applicable	Area less than 10sqm \$285. For areas greater than 10sqm, a rate of \$15 per sqm is applicable	No
Unspecified Other Areas	per square metre	225.00	250.00	No
Warriewood	per year	0.00	260.00	No
Whale Beach	per square metre	0.00	260.00	No
<b>Pittwater Golf Centre</b>				
Driving Range - Child/Adult - Disability - 100 Balls	each	0.00	14.00	Yes
Driving Range - Child/Adult - Disability - 25 Balls	each	0.00	5.00	Yes
Driving Range - Child/Adult - Disability - 50 Balls	each	0.00	8.00	Yes
Driving Range Balls - Adult - 100 Balls	each	18.00	19.00	Yes
Driving Range Balls - Adult - 25 Balls	each	7.00	8.00	Yes
Driving Range Balls - Adult - 50 Balls	each	11.00	12.00	Yes
Driving Range Child (U18) / Seniors (with card) / Student (with card) - 100 Balls	each	16.00	17.00	Yes
Driving Range Child (U18) / Seniors (with card) / Student (with card) - 25 Balls	each	6.00	7.00	Yes
Driving Range Child (U18) / Seniors (with card) / Student (with card) - 50 Balls	each	9.00	10.00	Yes
Mini Golf Fees - Adult - 18 Holes	each	16.00	17.00	Yes
Mini Golf Fees - Adult - 36 Holes	each	19.00	20.00	Yes
Mini Golf Fees - Adult - Unlimited Play (same day only)	each	22.00	23.00	Yes
Mini Golf Fees - Birthday Parties - Self-Catered Party Per Child	each	14.90	15.90	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Mini Golf Fees - Birthday Parties - Special Package Party Per Child	each	19.90	20.90	Yes
Mini Golf Fees - Birthday Parties - Super Package Party Per Child	each	22.90	23.90	Yes
Mini Golf Fees - Birthday Parties - Supreme Package Party Per Child	each	25.90	26.90	Yes
Mini Golf Fees - Child (U18)/Seniors (with card)/Student (with card) - 18 Holes	each	11.00	12.00	Yes
Mini Golf Fees - Child (U18)/Seniors (with card)/Student (with card) - 36 Holes	each	14.00	15.00	Yes
Mini Golf Fees - Child (U18)/Seniors (with card)/Student (with card) - Unlimited Play (same day only)	each	17.00	18.00	Yes
Mini Golf Fees - Child/Adult - Disability - 18 Holes	each	0.00	8.00	Yes
Mini Golf Fees - Child/Adult - Disability - 36 Holes	each	0.00	11.00	Yes
Mini Golf Fees - Family (2A + 2C) - 18 Holes	each	39.00	44.00	Yes
Mini Golf Fees - Family (2A + 2C) - 36 Holes	each	49.00	54.00	Yes
Mini Golf Fees - Family (2A + 2C) - Unlimited Play (same day only)	each	59.00	64.00	Yes
Mini Golf Fees - Family Upgrade (same day only)	each	0.00	10.00	Yes
Mini Golf Fees - Preschool (U5) - 18 Holes	each	6.00	7.00	Yes
Mini Golf Fees - Preschool (U5) - 36 Holes	each	9.00	10.00	Yes
Mini Golf Fees - Preschool (U5) - Unlimited Play (same day only)	each	12.00	13.00	Yes
<b>Property - Additional Fees</b>				
<b>Comments: Services and Facilities Fees and Charges Associated With Access and Management of Council Buildings</b>				
Charge Out Rate for Staff - Facilities Officer	per hour per staff member	135.00	148.50	Yes
Charge Out Rate for Staff - Manager	per hour per staff member	230.00	253.00	Yes
Charge Out Rate for Staff - Senior Facilities Officer	per hour per staff member	160.00	176.00	Yes
Charge Out Rate for Staff - Steward	per hour per staff member	90.00	99.00	Yes
Loss or Non-Return of Master Key	each	10,000.00	11,000.00	Yes
Loss or Non-Return of Standard Key (Single Differ)	each	500.00	550.00	Yes
Master Key Issue	each	330.00	330.00	Yes
Re-keying or replacement of locks where keys have been lost. Does not include cost of replacement keys	each	Cost plus 20%	Cost plus 20%	Yes
Standard Key (Single Differ) Issue	each	75.00	82.50	Yes
Supply of Goods and Services - cost recovery for goods and services supplied to third parties	each	Cost plus 15%	Cost plus 15%	Yes
<b>Property Officers Time Charge out rate</b>				
Staff charge out rate: Property Manager/Principal Officer (minimum 1 hour)	per hour	200.00	200.00	Yes
Staff charge out rate: Property Officer (minimum 1 hour)	per hour	100.00	100.00	Yes
Staff charge out rate: Senior Property Officer (minimum 1 hour)	per hour	150.00	150.00	Yes
<b>Sydney Lakeside Narrabeen Holiday Park- Accommodation</b>				

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Comments: High Season: 28/9/2018 - 30/9/2018, 22/12/2018 - 12/1/2019, 18/4/2019 - 21/4/2019. Sites only 13/1/2019 - 27/1/2019. Mid Season: 21/9/2018 - 27/9/2018, 1/10/2018 - 21/12/2018, 28/1/2019 - 17/4/2019, 22/4/2019 - 27/4/2019, 7/6/2019 - 9/6/2019. Cabins only 13/1/2019 - 27/1/2019. Low Season: all other times. Displayed rate is the maximum tariff payable. Tariffs may attract a discount of up to 13% depending on occupancy levels.</b>				
High Season - Lakeview Villa (Rates for 4 People, Max Occupancy 4 People)	per week	3,421.00	3,502.00	Yes
High Season - Lakeview Villa (Rates for 4 People, Max Occupancy 4 People) - Sunday - Thursday	per day	489.00	500.00	Yes
High Season - Lakeview Villa (Rates for 4 People, Max Occupancy 4 People) - Friday-Saturday	per day	489.00	500.00	Yes
High Season - Bungalow / Collaroy Cabin (Rates for 4 People, Max Occupancy 5 People)	per week	2,576.00	2,616.00	Yes
High Season - Bungalow / Collaroy Cabin (Rates for 4 People, Max Occupancy 5 People) - Fri-Saturday	per day	368.00	374.00	Yes
High Season - Bungalow / Collaroy Cabin (Rates for 4 People, Max Occupancy 5 People) - Sun-Thursday	per day	368.00	374.00	Yes
High Season - Bungalow / Collaroy Cabin (Rates for 4 People, Max Occupancy 5 People)	per week	1,449.00	1,570.00	Yes
High Season - Bungalow / Collaroy Cabin (Rates for 4 People, Max Occupancy 4 People)	per day	207.00	224.00	Yes
High Season - Bungalow / Collaroy Cabin (Rates for 4 People, Max Occupancy 4 People) - Sunday-Thursday	per day	207.00	224.00	Yes
High Season - Collaroy Cabin (Rates for 4 People, Max Occupancy 4 People)	per week	2,576.00	2,616.00	Yes
High Season - Collaroy Cabin (Rates for 4 People, Max Occupancy 4 People) - Friday-Saturday	per day	368.00	374.00	Yes
High Season - Collaroy Cabin (Rates for 4 People, Max Occupancy 4 People) - Sunday-Thursday	per day	368.00	374.00	Yes
High Season - Collaroy Cabin (Rates for 4 People, Max Occupancy 4 People)	per week	1,723.00	1,489.00	Yes
High Season - Ensuite Cabin (Rates for 2 People, Max Occupancy 2 People) - Friday-Saturday	per day	246.00	213.00	Yes
High Season - Ensuite Cabin (Rates for 2 People, Max Occupancy 2 People) - Sunday-Thursday	per day	246.00	213.00	Yes
High Season - Ensuite Site (Rates for 2 People, Max Occupancy 6 People)	per day	109.00	110.00	Yes
High Season - Ensuite Site (Rates for 2 People, Max Occupancy 6 People)	per week	762.00	770.00	Yes
High Season - Narabeen Cabin (Rates for 4 People, Max Occupancy 6 People)	per day	403.00	414.00	Yes
High Season - Narabeen Cabin (Rates for 4 People, Max Occupancy 6 People) - Sunday-Thursday	per day	403.00	414.00	Yes
High Season - Narabeen Cabin (Rates for 4 People, Max Occupancy 5 People)	per week	2,818.00	2,898.00	Yes
High Season - Palm Cabin (Rates for 4 People, Max Occupancy 5 People)	per day	403.00	414.00	Yes
High Season - Palm Cabin (Rates for 4 People, Max Occupancy 5 People) - Friday-Saturday	per day	403.00	414.00	Yes
High Season - Palm Cabin (Rates for 4 People, Max Occupancy 5 People) - Sunday-Thursday	per day	403.00	414.00	Yes
High Season - Powered Site (North, South, Tent) (Rates for 2 People, Max Occupancy 6 People)	per day	95.00	96.00	Yes
High Season - Powered Site (North, South, Tent) (Rates for 2 People, Max Occupancy 6 People)	per week	662.00	670.00	Yes
High Season - Site Extras - adults (16 years and over)	per day	15.00	15.00	Yes
High Season - Site Extras - adults (16 years and over)	per week	105.00	105.00	Yes
High Season - Site Extras - children (4-15 years)	per day	8.00	8.00	Yes
High Season - Site Extras - children (4-15 years)	per week	56.00	56.00	Yes
High Season - Studio Cabin (Rates for 2 People, Max Occupancy 2 People)	per week	0.00	1,570.00	Yes
High Season - Studio Cabin (Rates for 2 People, Max Occupancy 2 People) - Friday-Saturday	per day	0.00	224.00	Yes
High Season - Studio Cabin (Rates for 2 People, Max Occupancy 2 People) - Sunday-Thursday	per day	0.00	224.00	Yes
High Season - Turimetta Cabin / Avalon Cabin (Rates for 4 People, Max Occupancy 4 People)	per week	2,818.00	2,898.00	Yes
High Season - Turimetta Cabin / Avalon Cabin (Rates for 4 People, Max Occupancy 4 People) - Fri-Saturday	per day	403.00	414.00	Yes
High Season - Turimetta Cabin / Avalon Cabin (Rates for 4 People, Max Occupancy 4 People) - Sun-Thursday	per day	403.00	414.00	Yes
High Season - Unpowered Tent Only Site (Small Sites) (Rates for 2 People, Max Occupancy 2 People)	per day	71.00	71.00	Yes
High Season - Unpowered Tent Only Site (Small Sites) (Rates for 2 People, Max Occupancy 2 People)	per week	497.00	497.00	Yes
High Season - Villa/Cabin Extras - adults (16 years and over)	per day	24.00	24.00	Yes
High Season - Villa/Cabin Extras - adults (16 years and over)	per week	168.00	168.00	Yes
High Season - Villa/Cabin Extras - children (4 - 15 years)	per day	19.00	19.00	Yes
High Season - Villa/Cabin Extras - children (4 - 15 years)	per week	133.00	133.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Mid Season- Bungalow / Collaroy Cabin (Rates for 4 People, Max Occupancy 5 People)- Sun-Thursday	per day	236.00	242.00	Yes
Mid Season- Bunkhouse (Rates for 4 People, Max Occupancy 4 People)	per week	1,167.00	1,288.00	Yes
Mid Season- Bunkhouse (Rates for 4 People, Max Occupancy 4 People)- Friday-Saturday	per day	196.00	213.00	Yes
Mid Season- Bunkhouse (Rates for 4 People, Max Occupancy 4 People)- Sunday-Thursday	per day	167.00	184.00	Yes
Mid Season- Collaroy Cabin (Rates for 4 People, Max Occupancy 4 People)	per week	1,650.00	1,691.00	Yes
Mid Season- Collaroy Cabin (Rates for 4 People, Max Occupancy 4 People)- Friday-Saturday	per day	299.00	305.00	Yes
Mid Season- Collaroy Cabin (Rates for 4 People, Max Occupancy 4 People)- Sunday-Thursday	per day	236.00	242.00	Yes
Mid Season- Ensuite Cabin (Rates for 2 People, Max Occupancy 2 People)	per week	1,385.00	1,208.00	Yes
Mid Season- Ensuite Cabin (Rates for 2 People, Max Occupancy 2 People)- Friday-Saturday	per day	227.00	201.00	Yes
Mid Season- Ensuite Cabin (Rates for 2 People, Max Occupancy 2 People)- Sunday-Thursday	per day	198.00	173.00	Yes
Mid Season- Ensuite Site (Rates for 2 People, Max Occupancy 6 People)	per day	85.00	86.00	Yes
Mid Season- Ensuite Site (Rates for 2 People, Max Occupancy 6 People)	per week	508.00	515.00	Yes
Mid Season- Narrabeen Cabin (Rates for 4 People, Max Occupancy 6 People)	per week	1,811.00	1,852.00	Yes
Mid Season- Narrabeen Cabin (Rates for 4 People, Max Occupancy 6 People)- Friday-Saturday	per day	322.00	328.00	Yes
Mid Season- Narrabeen Cabin (Rates for 4 People, Max Occupancy 6 People)- Sunday-Thursday	per day	259.00	265.00	Yes
Mid Season- Palm Cabin (Rates for 4 People, Max Occupancy 5 People)	per week	1,811.00	1,852.00	Yes
Mid Season- Palm Cabin (Rates for 4 People, Max Occupancy 5 People)- Friday-Saturday	per day	322.00	328.00	Yes
Mid Season- Palm Cabin (Rates for 4 People, Max Occupancy 5 People)- Sunday-Thursday	per day	259.00	265.00	Yes
Mid Season- Powered Site (North, South, Tent) (Rates for 2 People, Max Occupancy 6 People)	per day	67.00	68.00	Yes
Mid Season- Powered Site (North, South, Tent) (Rates for 2 People, Max Occupancy 6 People)	per week	403.00	409.00	Yes
Mid Season- Site Extras - adults (16 years and over)	per day	15.00	15.00	Yes
Mid Season- Site Extras - adults (16 years and over)	per week	90.00	90.00	Yes
Mid Season- Site Extras- children (4-15 years)	per day	8.00	8.00	Yes
Mid Season- Site Extras- children (4-15 years)	per week	48.00	48.00	Yes
Mid Season- Studio Cabin (Rates for 2 People, Max Occupancy 2 People)	per week	0.00	1,288.00	Yes
Mid Season- Studio Cabin (Rates for 2 People, Max Occupancy 2 People)- Friday-Saturday	per day	0.00	213.00	Yes
Mid Season- Studio Cabin (Rates for 2 People, Max Occupancy 2 People)- Sunday-Thursday	per day	0.00	184.00	Yes
Mid Season- Turimetta Cabin / Avalon Cabin (Rates for 4 People, Max Occupancy 4 People)	per week	1,811.00	1,852.00	Yes
Mid Season- Turimetta Cabin / Avalon Cabin (Rates for 4 People, Max Occupancy 4 People)- Fri-Saturday	per day	322.00	325.00	Yes
Mid Season- Turimetta Cabin / Avalon Cabin (Rates for 4 People, Max Occupancy 4 People)- Sun-Thursday	per day	259.00	265.00	Yes
Mid Season- Unpowered Tent Only Site (Small Sites) (Rates for 2 People, Max Occupancy 2 People)	per day	48.00	49.00	Yes
Mid Season- Unpowered Tent Only Site (Small Sites) (Rates for 2 People, Max Occupancy 2 People)	per week	288.00	294.00	Yes
Mid Season- Villa/Cabin Extras - adults (16 years and over)	per day	24.00	24.00	Yes
Mid Season- Villa/Cabin Extras - adults (16 years and over)	per week	144.00	144.00	Yes
Mid Season- Villa/Cabin Extras - children (4 - 15 years)	per day	19.00	19.00	Yes
Mid Season- Villa/Cabin Extras - children (4 - 15 years)	per week	114.00	114.00	Yes
<b>Sydney Lakeside Narrabeen Holiday Park- Permanent Residents</b>				
Application for Modifications to existing dwelling or installation of new moveable home	each	0.00	300.00	Yes
<b>Telecommunications facility on Council controlled land</b>				

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Co-User Charge (i.e. another carrier within the existing lease area)	per year	20,820.00	21,653.00	Yes
High Impact Site - Additional rental for small shelter adjoining a large tower	per year	29,744.00	30,934.00	Yes
High Impact Site - Co-User Charge (i.e. another carrier within the existing lease area)	per year	29,744.00	30,934.00	Yes
High Impact Site - Large shelter, monopole or tower	per year	59,488.00	61,868.00	Yes
Installation of equipment on a Council Building - Rental to install equipment on a Council building, this rental excludes any equipment shelter	per year	41,641.00	43,307.00	Yes
Microwave or Wi-Fi antenna, small street cabinet, small cell installation or similar installation on Council's land, light pole or building etc. single user only, no co-user fee	per year	8,328.00	8,661.00	Yes
Pole rental - Rental for access for antennae on existing Council owned pole/small structure light pole etc., no co-user fee	per year	10,707.00	11,135.00	Yes
Typical site - Co-User Charge (i.e. another carrier within the existing lease area)	per year	20,820.00	21,653.00	Yes
Typical site - Small equipment cabinets or site for monopole	per year	41,641.00	43,307.00	Yes
<b>Warringah Aquatic Centre - Additional Charges</b>				
Cleaning per hour or part thereof	per hour or part thereof	166.65	170.15	Yes
Equipment hire fee for back bubbles, kickboards and noodles	per item per session	2.50	2.50	Yes
Lockers	per locker per session	1.00	1.00	Yes
Special events after hours	per hour	97.80	99.85	Yes
Staffing normal hours per person	per hour	52.75	53.85	Yes
<b>Warringah Aquatic Centre - Admission Charges</b>				
Adult Concession Pool Entry	per session	5.80	5.90	Yes
Adult Pool Entry	per session	7.70	7.90	Yes
Child Concession Pool Entry (4-16yrs)	per session	4.35	4.40	Yes
Child Pool Entry (4-16yrs)	per session	5.80	5.90	Yes
Child Pool Entry (under 4 yrs)	per session	0.00	0.00	No
Family (A family is a maximum of 5 members of one immediate family)	per session	22.00	22.50	Yes
Family Concession (A family is a maximum of 5 members of one immediate family)	per session	16.50	16.50	Yes
Family Weekend pass valid 3 months including public holidays (A family is a maximum of 5 members of one immediate family)	each	126.00	129.00	Yes
Multi Visit Family Pass - 10 visits (A family is a maximum of 5 members of one immediate family)	each	198.00	202.50	Yes
Socially disadvantaged group entry (Incl Stewart House, Royal Far West etc.)	per visit	0.00	0.00	No
Spectator	per entry	3.80	3.90	Yes
Water Polo Competition entry (applicable to Monday & Friday Night Comp only)	per entry	5.70	5.80	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
<b>Warringah Aquatic Centre - Carnival Packages</b>				
Carnival participant	per entry	2.70	2.80	Yes
Elite Package 25 metres (Touchpad)	per hour	615.00	628.00	Yes
Elite Package 50 metres (Touchpad)	per hour	735.00	750.00	Yes
Event spectator (e.g. water polo comp & carnivals)	per entry	3.80	3.90	Yes
Meeting room (carnivals on weekends) non profit rate	per hour	28.00	28.60	Yes
Regular Package 25 metres (Handheld)	per hour	496.00	506.00	Yes
Regular Package 50 metres (Handheld)	per hour	615.00	628.00	Yes
Regular Package 50 metres double ended (Handheld)	per hour	674.00	688.00	Yes
<b>Warringah Aquatic Centre - Centre and Adult Squads</b>				
12 months	each	893.00	912.00	Yes
12 months concession	each	710.00	725.00	Yes
6 months	each	643.00	657.00	Yes
6 months concession	each	476.00	486.00	Yes
Renewal discount 12 months	each	10%	10%	Yes
Renewal discount 6 months	each	5%	5%	Yes
<b>Warringah Aquatic Centre - Commercial Hire Filming</b>				
25m lane in addition to filming fee*	per hour	156.00	159.00	No
50m lane in addition to filming fee*	per hour	229.00	234.00	No
Diving Pool in addition to filming fee*	per hour	276.00	282.00	No
Filming fee*	each	300.00	300.00	No
<b>Warringah Aquatic Centre - Movie Screening</b>				
Movie Night	per ticket	8.00	8.00	Yes
<b>Warringah Aquatic Centre - Pool Hire</b>				
Business/Commercial 25m lane	per hour or part thereof	47.00	48.00	Yes
Business/Commercial 50m lane	per hour or part thereof	94.00	96.00	Yes
Business/Commercial diving pool	per hour or part thereof	58.00	59.00	Yes
Organisation/Association 25m lane	per hour or part thereof	23.50	24.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Organisation/Association 50m lane	per hour or part thereof	47.00	48.00	Yes
Organisation/Association diving pool	per hour or part thereof	31.00	32.00	Yes
Schools Water Polo Comp (8x25m) per lane + dive pool	per hour	19.00	20.00	Yes
Studio/Meeting room Non profit normal hours	per hour or part thereof	28.00	29.00	Yes
Studio/Meeting room Profit normal hours	per hour or part thereof	56.00	58.00	Yes
Vacation Care per child	per child	5.45	0.00	Yes
Water Polo Comp other than schools (8x25m)	per lane per hour	23.50	24.00	Yes
<b>Warringah Aquatic Centre - Recreation Program</b>				
10 visit pass *	each	194.00	194.00	Yes
10 visit pass concession *	each	174.00	174.00	Yes
Active Seniors Gentle Exercise	per person	9.20	9.40	Yes
Active Seniors Gentle Exercise 10 visit pass	each	92.00	94.00	Yes
Birthday Party	per person	19.40	19.80	Yes
Birthday Party with Inflatable	per person	25.10	25.60	Yes
Casual Visit *	per person	21.60	21.60	Yes
Casual Visit Concession *	per person	17.40	17.40	Yes
<b>Warringah Aquatic Centre - Stored Entry Passes</b>				
Additional Child	each	350.40	357.80	Yes
Adult 20 visit	each	141.70	142.20	Yes
Adult 50 visit	each	308.00	316.00	Yes
Adult concession 20 visit	each	116.00	118.00	Yes
Annual Child Pass	each	700.00	715.00	Yes
Annual Family Pass (A family is a maximum of 5 members of one immediate family)	each	1,993.00	2,035.00	Yes
Child 20 visit	each	107.00	106.20	Yes
Child 50 visit	each	232.00	236.00	Yes
Monthly Child Pass	each	58.40	59.60	Yes
<b>Warringah Aquatic Centre - Swim Program</b>				
Adult Learn to Swim - 30 minute session	per session	18.25	18.65	No
Adult Stroke Development - 30 minute session	per session	18.25	18.65	Yes
Card Replacement Fee	per card	6.00	6.00	Yes
Diving - 1 session per week	per person	18.85	19.25	Yes
Diving - 2 session per week	per person	17.90	0.00	Yes

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Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Enrolment Fee	per person	6.00	6.00	Yes
Holiday Activity Program - 1 hour	per person	10.10	10.30	Yes
Holiday Dive Programs	per person	18.85	19.25	Yes
Holiday Swim Clinics - 1 hour	per person	27.00	27.60	Yes
Holiday Swim Clinics - package of 5 classes	each	121.50	124.20	Yes
Holiday Swim Programs	per person	18.25	18.65	No
Learn to Swim - 1 session per week	per person	18.25	18.65	No
Learn to Swim - 2 session per week	per person	17.35	0.00	No
Learn to Swim - 3 session per week	per person	16.50	0.00	No
Learn to Swim Refund Fee	each	30.70	25.00	Yes
Private Lessons - max 2 person	each	66.50	67.90	Yes
Schools	per student	9.95	10.15	Yes
Swim Assessment	each	5.80	5.90	Yes
Swim Fit - 1 hour	per session	21.60	21.60	Yes
Swim Fit 10 visit pass	each	194.00	194.00	Yes
Swim Fit Concession 10 visit pass	each	174.00	174.00	Yes
Swim Fit Express - 30 minutes	per session	10.80	10.80	Yes
Swim Fit Express 20 visit pass	each	205.20	205.20	Yes
Swim Fit Express Concession - 30 minutes	per session	8.70	8.70	Yes
<b>Warringah Recreation Centre</b>				
Futsal: Ball hire	per hour	5.00	5.00	Yes
Futsal: Casual Court Hire (5:00PM to 9:00PM)	per hour	70.00	70.00	Yes
Futsal: Casual Court Hire (7:00AM to 5:00PM)	per hour	55.00	55.00	Yes
Futsal: Casual Court Hire (weekends)	per hour	70.00	70.00	Yes
Futsal: Court - pre-school group per child (minimum 10 players)	per child	2.50	2.50	Yes
Futsal: Court - school group per court	per hour	36.00	36.00	Yes
Futsal: Court - school holiday program group per court	per hour	30.00	30.00	Yes
Futsal: Permanent Court Hire (5:00PM to 9:00PM)	per hour	60.00	60.00	Yes
Futsal: Permanent Court Hire (7:00AM to 5:00PM)	per hour	50.00	50.00	Yes
Squash: Casual Court Hire (5:00PM to 9:00PM)	per hour	36.00	36.00	Yes
Squash: Casual Court Hire (5:00PM to 9:00PM)	per half hour	22.00	22.00	Yes
Squash: Casual Court Hire (7:00AM to 5:00PM)	per hour	32.00	32.00	Yes
Squash: Casual Court Hire (weekends)	per half hour	17.00	17.00	Yes
Squash: Casual Court Hire (weekends)	per hour	36.00	36.00	Yes
Squash: Casual Court Hire (weekends)	per half hour	22.00	22.00	Yes
Squash: Coaching rate (includes court hire)	per hour	70.00	70.00	Yes
Squash: Permanent Court Hire (5:00PM to 9:00PM)	per hour	32.00	32.00	Yes
Squash: Permanent Court Hire (7:00AM to 5:00PM)	per hour	30.00	30.00	Yes
Squash: Racquet hire	per hour	5.00	5.00	Yes
Squash: School Group - per child	per hour	8.00	8.00	Yes
Tennis: Casual Court Hire (5:00PM to 9:00PM)	per half hour	25.00	25.00	Yes
Tennis: Casual Court Hire (7:00AM to 5:00PM)	per hour	22.00	22.00	Yes
Tennis: Casual Court Hire (weekends)	per hour	25.00	25.00	Yes

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Tennis: Permanent Court Hire (05:00PM to 09:00PM)	per hour	22.00	22.00	Yes
Tennis: Permanent Court Hire (7:00AM to 5:00PM)	per hour	20.00	20.00	Yes
Tennis: Private Coaching (includes court hire. Minimum 10 players)	per hour	70.00	70.00	Yes
Tennis: Racquet hire	per hire	5.00	5.00	Yes
Tennis: School group - per court (court hire only)	per hour	20.00	20.00	Yes
Tennis: School Group Coaching - per person (includes court hire)	per hour	5.00	5.00	Yes
<b>Wharf permits</b>				
Application Fee for use of commercial wharves & ramps	per application	0.00	46.00	Yes
Closure of Ramp per Day (Rowland Reserve) - up to 7 hours	each	305.00	312.00	Yes
Commercial Charter Operators - Yearly Permit Fee - 1 July to 30 June	per year	611.00	624.00	Yes
Commercial Operators - Per Day Per Wharf Adhoc Fee (Rowland Reserve, Careel Bay Wharf & Cargo Wharf Church Point)	per day	49.00	50.00	Yes
Commercial Operators - Yearly Permit Fee (Rowland Reserve, Careel Bay Wharf & Cargo Wharf Church Point)	per year	1,123.00	1,146.00	Yes
Commercial Use - Bond (maximum) - Careel Bay & Cargo Wharf Church Point	each	5,617.00	5,730.00	No
Commercial Use - Wharf & Ramp Application Fee (Careel Bay Wharf & Cargo Wharf Church Point, Rowland Reserve)	each	45.00	0.00	Yes
Pump Out Facility Use Per Annum	per year	556.00	568.00	Yes
Water Transport Operators - Ferries Vessel Capacity (61 to 80 persons usage fee per year per vessel)	per year	2,364.00	2,412.00	Yes
Water Transport Operators - Ferries Vessel Capacity (81 to 150 persons usage fee per year per vessel)	per year	4,728.00	4,823.00	Yes
Water Transport Operators - Ferries Vessel Capacity (up to 60 persons usage fee per year per vessel)	per year	1,182.00	1,206.00	Yes
Water Transport Operators - Ferries Vessel Capacity (over 150 persons usage fee per year per vessel)	per year	5,879.00	5,990.00	Yes
Water Transport Operators (water taxi operators) - Yearly Permit Fee - 1 July to 30 June	per year	578.00	590.00	Yes
<b>Waste Management &amp; Cleansing</b>				
<b>Avalon Car Boot Sale</b>				
Car and Trailer	per vehicle per trailer	45.00	45.00	Yes
Standard Car	per vehicle	35.00	35.00	Yes
<b>Business Waste - Former Warringah LGA</b>				
120litre Garbage Bin	per annum	669.00	683.00	No
240 Litre Garbage Bin	per annum	856.00	874.00	No
240 Litre Recycling Bin	per annum	567.00	579.00	No
80 Litre Garbage Bin	per annum	567.00	579.00	No
Deliver and remove waste bins from private functions and events	per item	31.00	32.00	Yes
Service (emptying) of bins at private functions and events	per item	5.00	5.00	Yes

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres

Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Service after events - Staff	per hour per staff member	42.00	43.00	Yes
<b>Cleansing Hire</b>				
Plant	per hour	80.00	81.70	Yes
Staff	per hour	42.00	42.90	Yes
<b>Domestic Waste Management Service - Former Manly LGA</b>				
Charge for provision of second service	per annum	630.00	536.00	No
Clean up - exceed 2 services and/or 3m3 capacity	per cubic metre	100.00	102.00	No
Purchase of New vegetation recycling bin	per item	100.00	102.00	No
Standard 80L Domestic Waste Service Charge	per annum	630.00	536.00	No
Waste Availability Charge - vacant land	per annum	220.00	187.00	No
<b>Domestic Waste Management Service - Former Pittwater LGA</b>				
Additional Domestic Waste Service Charge	per annum	609.00	518.00	No
Purchase of New vegetation recycling bin	per item	100.00	102.00	No
Retirement Village Waste Service Charge	per annum	476.00	405.00	No
Standard Domestic Waste Service Charge	per annum	609.00	518.00	No
Waste Availability Charge - vacant land	per annum	145.00	123.00	No
<b>Domestic Waste Management Service - Former Warringah LGA</b>				
1st 120 litre bin includes availability charge	per annum	581.00	581.00	No
1st 80 litre bin includes availability charge	per annum	389.00	389.00	No
additional 120 litre bin (includes Single Assessment Multiple Occupancies)	per annum	581.00	581.00	No
additional 80 litre bin (includes Single Assessment Multiple Occupancies)	per annum	389.00	389.00	No
Availability Charges - Vacant Land	per annum	95.00	95.00	No
Purchase of New vegetation recycling bin from Council	per item	100.00	102.00	No
service increase fee applies when delivering larger capacity or additional bin compared to base 80 litre service or existing service level	per item	26.00	26.00	No
<b>Fees - Other - Former Manly LGA</b>				
Deliver and remove waste bins from private functions and events	per item	31.00	31.00	No
Service (emptying) of bins at private functions and events	per item	5.00	5.00	No
Service after events - Staff	per hour per staff member	42.00	43.00	No
<b>Fees - Other - Former Pittwater LGA</b>				
Deliver and remove waste bins from private functions and events	per item	31.00	31.00	No
Service (emptying) of bins at private functions and events	per item	5.00	5.00	No

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres



Fee	Units	2017 - 2018 Fee \$	2018 - 2019 Fee \$	GST Applicable
Service after events - Staff	per hour per staff member	42.00	43.00	No

Note: A 0.7% Payment Card Surcharge recovery applies for all payments made by credit card, with the exception of Children's Services and Community Centres



2017/510904



## Community Engagement Report

Delivery Program 2018 – 2021 (stage 1)

January 2018

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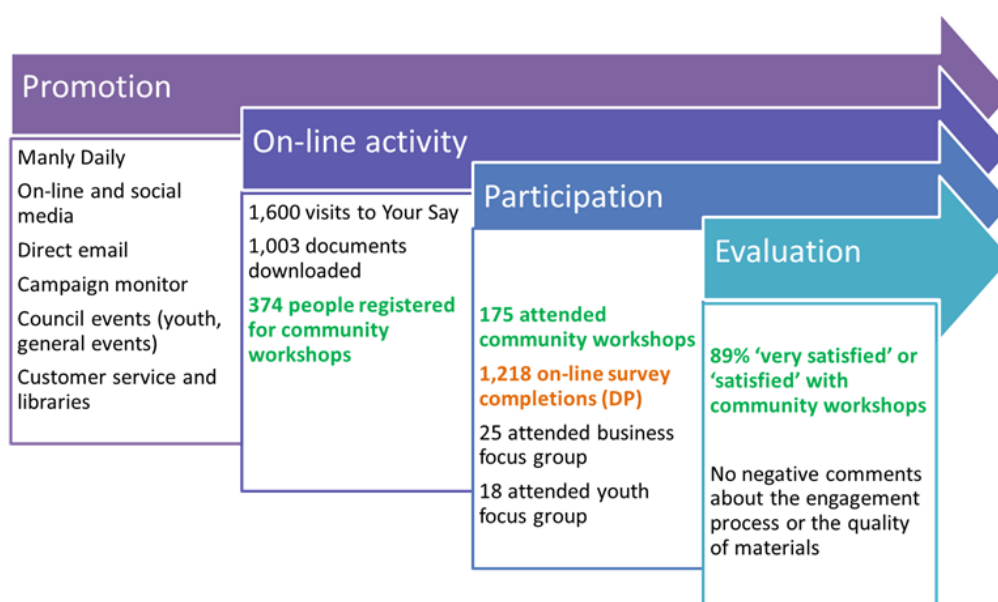
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## Overview

This report provides a summary of findings from extensive community engagement undertaken from October to November 2017. The purpose of the engagement was to provide input into the development of the Delivery Program 2018 -2021. An Information Pack, 'Our Council, Our Future' was prepared to help inform discussions.

Nearly 1,500 people contributed their time and insights via community workshops, focus group meetings, and through an on-line survey. An overview of the engagement for the Delivery Program (Stage 1) is shown in **Figure 1** below.

**Figure 1: Community engagement –Delivery Program (Stage 1)**



## Background

Under the *NSW Local Government Act 1993*, Council must develop a Community Strategic Plan (CSP) which identifies the community's vision and long term priorities for the area. With an outlook of at least 10 years, the CSP is the highest level planning document within the Integrated Planning and Reporting Framework (IP&R) and forms the foundation for all subsequent Council plans, including the Delivery Program and the Operational Plans.

The CSP must be underpinned by substantial community engagement to identify the community's priorities and strategic directions. It applies to the whole region and includes areas that are beyond Council's direct control; it is the *community's* plan for the future and Council plays a custodian role in developing the plan and facilitating its implementation.

Similarly, Council has a statutory obligation to demonstrate that the Delivery Program, which applies to the term of Council (in this case three years), has been informed by meaningful community engagement. In contrast to the CSP, this engagement must focus on Council's delivery of services; the Delivery Program is *Council's* program for delivering on the community's priorities and aspirations as stated in the CSP.

Council has a statutory obligation to demonstrate how it has progressed the community's vision and stated objectives of the CSP and Delivery Program on an annual basis (Annual Report) and at the end of the term of Council (in the End of Term Report).

## Engagement objectives

The engagement for the Delivery Program commenced 6 October and concentrated on identifying where Council should focus more effort over the next three years of the new Council in order to progress towards the community's long term vision: *'Northern Beaches – a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment'*. (draft CSP, June 2017)

The extensive consultation was driven by a desire to create greater cohesion and build trust across the Northern Beaches community and with/within the new Council. The specific objectives for the engagement were:

- To establish clarity on community priorities regarding Council's service delivery
- To validate the draft CSP
- To ensure a diverse representation of the community in engaging and strategic discussions about the future of Northern Beaches
- To create a better understanding in the community about Council's service delivery

## Engagement Program

The engagement program consisted of the following elements:

- **Community workshops:** five independently facilitated workshops were held across the five Wards in the evenings and weekends during October – November 2017. The workshop format was consistent across the five events to allow for an aggregated analysis of community priorities. A dartboard technique

was used to facilitate deliberative discussions where participants were asked to reach agreement regarding categorisation of 17 outward-facing Council services into three main priority groupings ('more effort' (4); 'manage' (4); and 'maintain' (9)).

- **Youth focus group:** an independently facilitated focus group meeting for young people was held late afternoon on Thursday 12 October at Warringah Mall. The workshop used the dart board technique to prioritise Council service areas (see above).
- **Business focus group:** an independently facilitated focus group meeting for the business community was held late afternoon on 23 October at Curl Curl Creative Space. The focus group aimed to gain input from the business community on specific elements of the draft CSP as they relate to economic development of the region.
- **On-line survey (Delivery Program):** the survey was open from 6 October to 12 November and sought qualitative input into community members' prioritisation of the 17 outward facing Council services.

## Participation and marketing

Nearly 1,500 people from across the Northern Beaches and representing a diverse demographic contributed their time and thoughts during the engagement. An overview of participation is provided in the tables below.

**Table 1: Face-to-face community engagement**

Engagement event/method	Date	Participation numbers
Youth focus group – Warringah Mall	12 October	18
Business focus group - Curl Curl Creative Space	23 October	25
Community workshop – Dee Why	28 October	21
Community workshop – Manly	30 October	48
Community workshop – Mona Vale	1 November	57
Community workshop – Collaroy	6 November	21
Community workshop – Frenchs Forest	8 November	28
<b>Total</b>		<b>218</b>

**Table 2: Delivery Program Submissions**

Engagement event/method	Date	Participation numbers
Online survey	6 Oct to 12 Nov	1,218
Submissions	20 July to 12 Nov	2
<b>Total</b>		<b>1,220</b>



The community workshops tended to attract a slightly older demographic than the on-line survey. The proportion of workshop participants aged 18 to 59 was 52%; 44% were aged 60 or more.<sup>1</sup> The remaining 4% were aged under 18. By comparison, the proportion of participants aged 18 to 59 completing the online survey was 67%.

The events and surveys were thoroughly advertised through the engagement period to ensure broad reach and representation across the Northern Beaches.

The table below provides an overview of the marketing approach.

**Table 3: Marketing approach**

Item	Medium	Target audience	Reach
<b>Print Advertisements</b>	Manly Daily (Weekly)	General community	144,000
	Peninsular Living (Monthly)		70,000
	Pittwater Life (Monthly)		30,000
	Covered - Double page spread (Quarterly)		30,000
<b>Media Release</b>	Information, quotes and infographics to support editorial content	General community	General media Coverage
<b>Postcards</b>	Youth postcards distributed through youth week events and at Council centres. Postcards distributed through Customer Service Centres (4), Libraries (6), Council Events	General community, Youth	2,000
<b>Posters</b>	Displayed with additional Postcards in all Customer Service Centres (4), Libraries (6) and Childcare Centres	General community	2,000
<b>Bulk Emails</b>	Community Engagement Register Campaign Manager	Target groups and those who have previously engaged	12,000 TBC
<b>Electronic Mail Distribution</b>	'What's On' Email List Council News Email List Childcare Weekly Update – 'Educa' app	General community, Youth	60,000 60,000 700
<b>Website</b>	Featured on front page of Council Website	General	26,700
<b>Social Media</b>	Facebook (General and Sponsored) Twitter and LinkedIn	Youth Young Adults Time-Poor	36,000

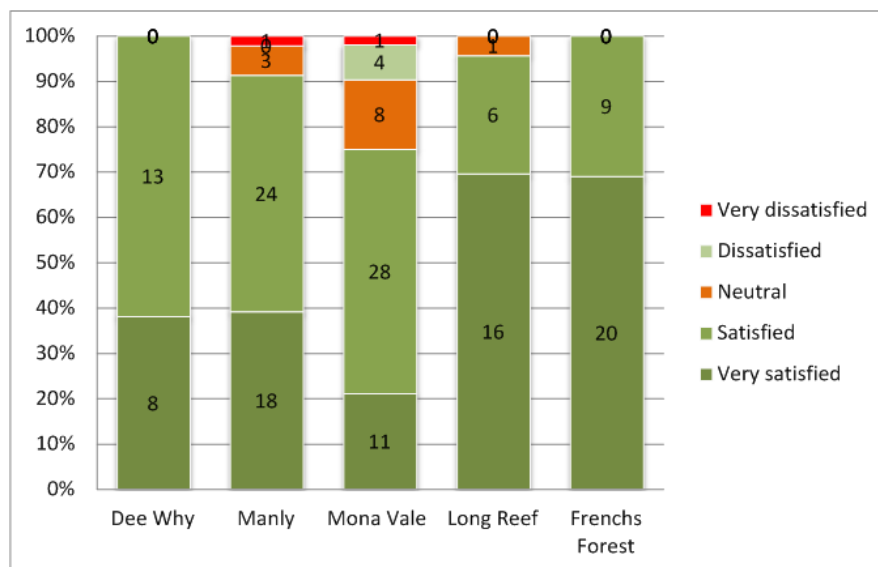
<sup>1</sup> These figures are based on information provided at time of registration (rather than attendance) and there may therefore be slight variations in the age of actual participants. However direct observation confirms that the average age was relatively high at the workshops.

## Satisfaction

The community workshops received positive feedback across the five events with 89% of all participants (171) who filled in an evaluation form rating their experience as either 'very satisfied' or 'satisfied'.

The figure below shows satisfaction levels across all of the community workshops.

**Figure 1: Levels of satisfaction with community workshops**



Note that quantitative satisfaction with the youth and business focus groups was not measured; however verbal and qualitative feedback on the two events was positive.

Throughout the consultation period, there have been no negative comments on the engagement process.

## Summary of key findings

A brief summary of key findings is provided below in regards to the face to face engagement and the online survey on the Delivery Program respectively. Further detail about the face-to-face engagement can be found in Elton Consulting's Community Engagement Report (December 2017).

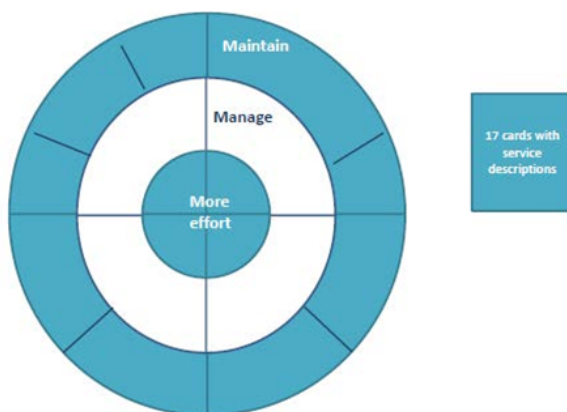
### COMMUNITY WORKSHOPS - FINDINGS <sup>2</sup>

A detailed report by Elton Consulting on the Community Workshops is at **Attachment 1**.

#### Workshop method

At the community workshops participants were grouped on tables of six to eight people. The tables were asked to place 17 cards representing community-facing Council service areas onto a target with three descending levels of priority – 'more effort', 'manage' and 'maintain' as indicated below.

**Figure 2: Dart board workshop technique**



The centre of the dart board, 'more effort', was for the four services the table agreed need proactive effort and/or significant change. These were the community's highest priorities for Council to put more thought or resources into in the future. If service areas nominated for more effort fall outside Council's direct control, Council would need to rethink its role and effort in order to address the priority.

The middle ring, 'manage', was for the four services the table agreed need adjustment and active management. If service areas placed into the 'manage' priority area fall beyond Council's direct control, such as public transport, Council should be doing more in this space in terms of facilitating and/or advocating.

The outer ring, 'maintain', was for the nine services the table agreed should be continuously improved, but were not seen as priorities for additional focus and resources over the next three years. A few tables across the workshops did not follow

<sup>2</sup> Information in this section is sourced directly from Elton Consulting's report.

the exact workshop format, such as by placing more than the allotted services in one category ranking. This has resulted in some variation in the overall number of service area nominations at certain workshops.

#### **Key findings from face-to-face engagement**

There was a high degree of consistency in the perspectives of community members on the priorities for increased Council focus. In considering all seven workshops and focus groups, the five highest priority areas for more effort were clearly:

- Strategic Land Use Planning
- Transport, Traffic and Active Travel
- Road and Parking Infrastructure
- Economic Development and Events
- Environmental Protection and Management

For many participants, these service areas are highly interconnected. The areas are presented in an overall order of priority, which was fairly consistent across groups. The exceptions are Economic Development and Events and Environmental Protection and Management. The former was considered the highest priority in the business focus group and one of the lowest priorities in the young people focus group. Conversely, Environmental Protection and Management was considered an area for more effort in the young people focus group, but not in the business focus group.

There was also a relatively high degree of consistency about the services areas where Council should, on balance, maintain effort. These services areas, listed in alphabetical order, included:

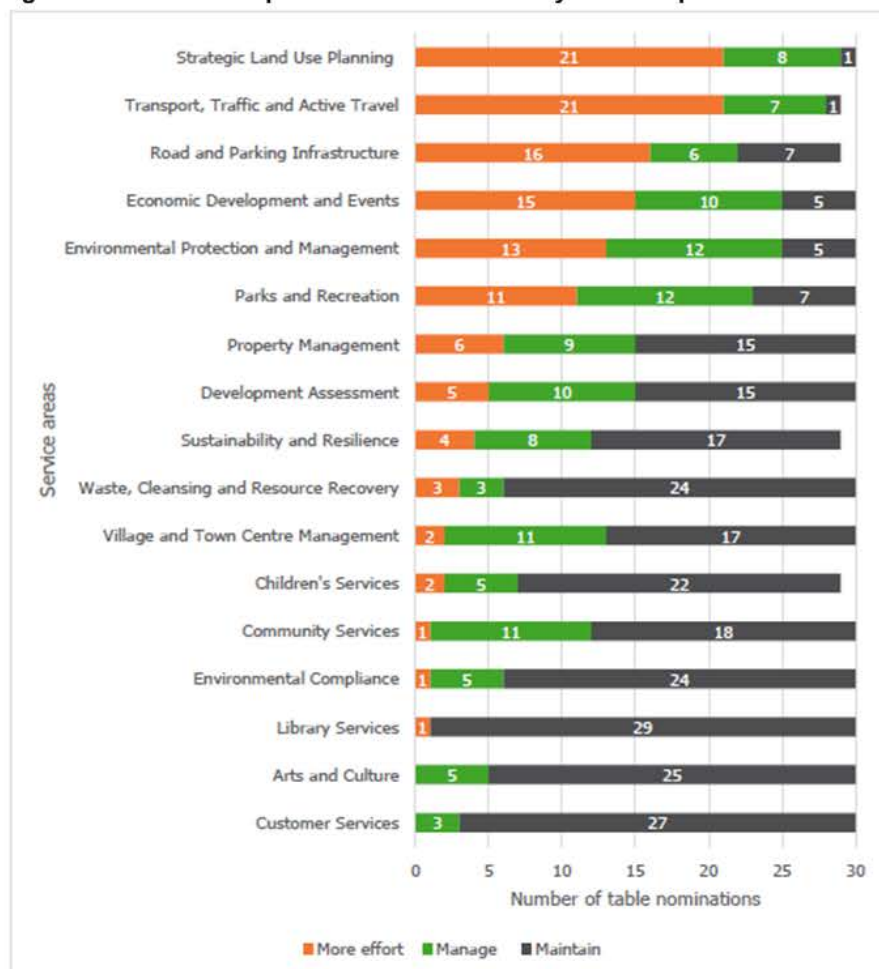
- Arts and Culture
- Children's Services
- Customer Services
- Environmental Compliance
- Library Services
- Waste, Cleansing and Resource Recovery

The community believed that these areas are very important to the wellbeing of the community. They generally expressed satisfaction with the services Council is providing in these areas and did not see a need for a major change or re-focus of effort.

The remaining services were either areas where it was thought Council should manage effort, or areas subject to mixed views across and within workshops and focus groups.

The levels of prioritisation for each service area across all five community workshops are presented in Figure 3 below. Note that there were variations in the number of table nominations for four service areas, which was due to some tables not following the exact workshop format.

**Figure 3: Service area priorities – all community workshops**



## ON-LINE SURVEY – FINDINGS

A detailed report on the results of the On-line Survey is at Attachment 2.

### Survey method

The survey was designed to roughly correlate with the workshop methodology, in asking participants to prioritise the 17 outward-facing services by nominating their top four services as well as providing (qualitative) comment for the reasoning behind their prioritisation.

### Key findings

The survey findings clearly demonstrate that the community strongly values and wants to protect the natural environment. Their concerns largely evolve around ensuring that the natural environment is protected and that Council prioritises long term strategic issues that have an effect on the Northern Beaches environment and lifestyle.

Specifically, the service areas that consistently were rated as high priority include:

- Parks and Recreation
- Transport, Traffic and Active Travel
- Road and Parking Infrastructure
- Environmental Protection and Management
- Strategic Land Use Planning

Service areas that were consistently not included in participants' top four priorities include:

- Property management
- Customer Services
- Library Services
- Children's Services
- Economic Development and Events
- Environmental Compliance
- Arts and Culture
- Community Services

Again, it is important to emphasise that this does not reflect a perception of relative importance – on the contrary, the above services were seen as critical to community wellbeing. Rather, the prioritisation indicates those areas where it was felt that Council was either not doing enough or need to think about doing things differently.

Responses to survey questions are summarised in the following.

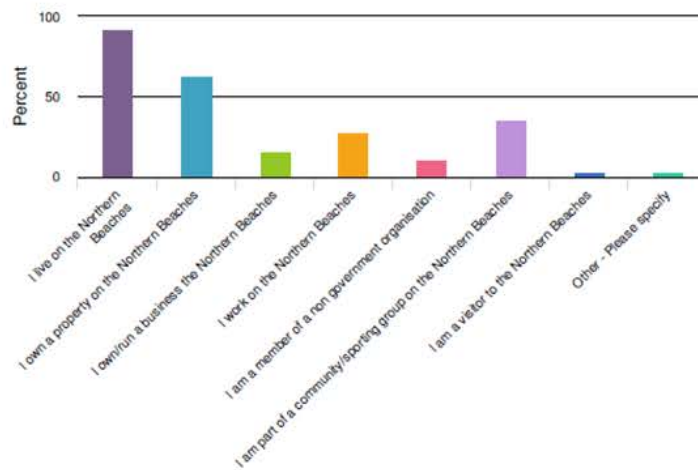


## Demographics

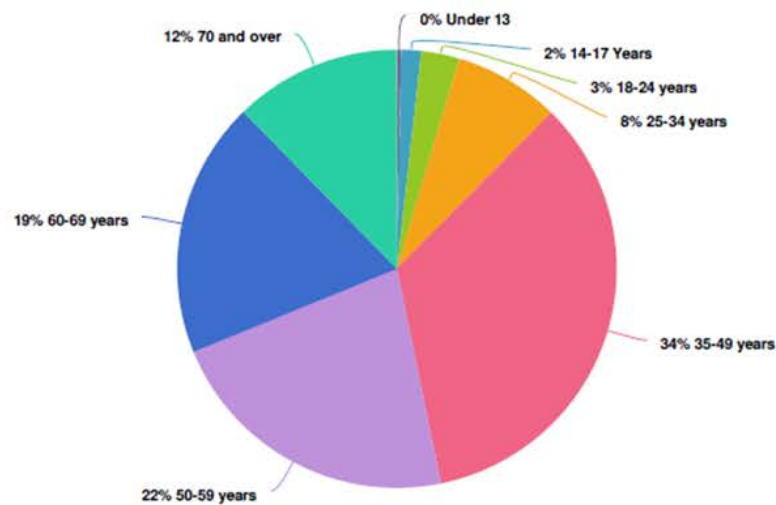
### Response Counts



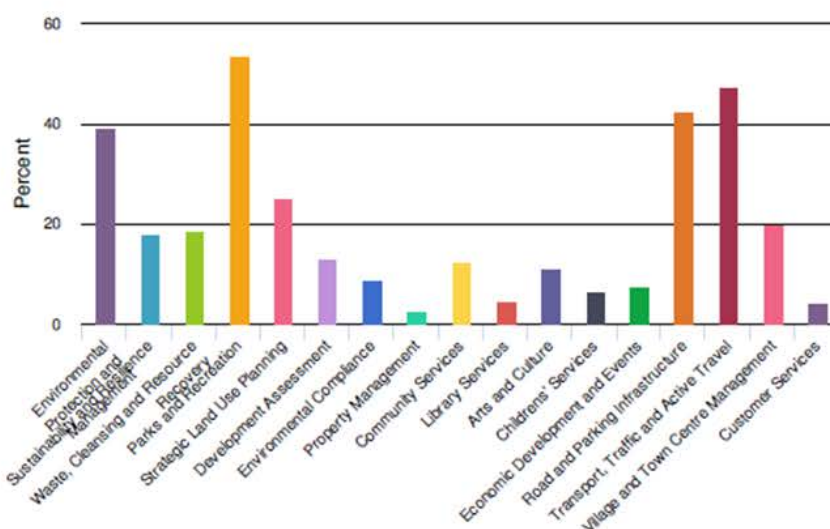
### 1. What is your connection to the Northern Beaches? (Please tick all that apply)
















### 2. Age



3. Which four of the following Council services would you like us to focus on over the next three years?



Value		Percent	Responses
Environmental Protection and Management		39.1%	469
Sustainability and Resilience		17.7%	212
Waste, Cleansing and Resource Recovery		18.8%	225
Parks and Recreation		53.3%	639
Strategic Land Use Planning		25.0%	300
Development Assessment		12.8%	154
Environmental Compliance		8.8%	105
Property Management		2.7%	32
Community Services		12.3%	147
Library Services		4.5%	54
Arts and Culture		10.9%	131
Childrens' Services		6.6%	79
Economic Development and Events		7.6%	91
Road and Parking Infrastructure		42.3%	507
Transport, Traffic and Active Travel		47.2%	566
Village and Town Centre Management		19.8%	237
Customer Services		4.2%	50

## Conclusion

The Delivery Program, outcomes from workshops and from on-line survey were fairly consistent and reiterated the community's core value of protecting the natural environment.

### 1) Consistent top priorities across all engagement:

Across all engagement, Transport, Traffic and Active Travel and Road and Parking infrastructure came out as a top community priority – followed closely by Strategic Land Use Planning (slight variation re survey results) and Environmental Protection.

### 2) Discussion/diverging views:

- a. There was quite a bit of discussion around Economic Development and Events (ranked highly in workshops, lower in survey) – where discussions centered on Council's role in economic development.
- b. Also some diverging views on Parks and Recreation – people generally felt that there was good supply and overall good service provision (though opportunity to have a look at 'more equitable' uses).
- c. Property and Management ranked fairly highly (#7) in workshops and lowest on survey (#17) – the high ranking in workshops mainly due to the Manly workshop where participants expressed high dissatisfaction with provision and maintenance of public toilets.
- d. Sustainability and Resilience was deemed as critical to the future of Northern Beaches – the main reason why it didn't rank higher (it was #9 in workshop and #8 in online survey) was a combination of views regarding Council's role and current service delivery
- e. DA – generally not thought as a high strategic priority. But many participants (based on their personal experience) felt that it would be a quick win for Council to improve its processes and therefore should be prioritised.

### 3) Consistent 'maintain' ranking across all engagement:

There was consistency in views about other service areas, where it was generally felt that Council was 'doing a good job' and hence no need for additional/change in focus (Waste; Village and Town centres (ranked higher in survey); Children's Services; Community Services; Environmental Compliance; Library Services; Arts and Culture; Customer Services).



## Delivery Program

### Community engagement report

Northern Beaches Council  
6 December 2017





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## Executive summary

### Engagement process

In October and November 2017, the Northern Beaches Council undertook extensive community engagement to provide input to the preparation of its Delivery Program 2018-21. The engagement program included:

- » a community survey to gain broad input
- » a series of community events to gain deep input.

This report focuses on the process and outcomes for the community events.

The purpose of the community events was to identify services areas where Council should put in more effort in the next three years. The seven events were successful in achieving this aim. They included community workshops held at Balgowlah (Manly Golf Course), Dee Why, Frenchs Forest, Collaroy and Mona Vale. They also included two focus group events, one with young people and one with businesses. In total, these events were attended by a total of 218 people of whom 175 were participants in one of five general community workshops.

Evaluation forms were distributed to participants at the five community workshops. Community participants overwhelmingly expressed satisfaction with the engagement events with 89% of workshop participants who completed the form (171 people) rating their experience as 'very satisfied' or 'satisfied'. Overall, only six of the 171 participants expressed dissatisfaction with the workshops. While no formal evaluations were completed after the youth and business focus group events, anecdotal evidence and verbal feedback from participants also showed high levels of satisfaction.

### Engagement outcomes

There was a high degree of consistency in the perspectives of community members on the priorities for increased Council focus. In considering all seven workshops and focus groups, the five highest priority areas for more effort were clearly:

- » Strategic Land Use Planning
- » Transport, Traffic and Active Travel
- » Road and Parking Infrastructure
- » Economic Development and Events
- » Environmental Protection and Management.

For many participants, these service areas are highly interconnected.

The areas are presented in an overall order of priority, which was fairly consistent across groups. The exceptions are Economic Development and Events and Environmental Protection and Management. The former was considered the highest priority in the business focus group and one of the lowest priorities in the young people focus group. Conversely, Environmental Protection and Management was considered an area for more effort in the young people focus group, but not in the business focus group.

There was also a relatively high degree of consistency about the services areas where Council should, on balance, maintain effort. These services areas, listed in alphabetical order, included:

- » Arts and Culture
- » Children's Services
- » Customer Services
- » Environmental Compliance
- » Library Services
- » Waste, Cleansing and Resource Recovery.

The community believed that these areas are very important to the wellbeing of the community. They generally expressed satisfaction with the Services Council is providing in these areas and did not see a need for a major change or re-focus of effort.

The remaining services were either areas where it was thought Council should manage effort, or areas subject to mixed views across and within workshops and focus groups.

# 1 Introduction

## Engagement purpose, participation and approach

In October and November 2017, the Northern Beaches Council undertook extensive community engagement to provide input to the preparation of its Delivery Program 2018-21. The engagement included five community workshops and two focus group events, one with young people and one with businesses.

This engagement process followed the broad reaching consultation undertaken by Council to prepare the Northern Beaches' first Community Strategic Plan (CSP). That process produced the following community vision for the region:

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

The draft CSP was exhibited between 20 July and 12 November 2017. The document is expected to be finalised and adopted by Council by June 2018.

The Delivery Program will outline Council's three year plan to achieve the vision contained in the CSP. The purpose of the Delivery Program workshops was to identify services areas where Council should put in more effort in the next three years. This is particularly important within the context of a new Council organisation, a newly elected team of Councillors and an expanded community which is forging a new regional identity.

As shown in Table 1, over 175 people from across the Northern Beaches attended the community workshops, reflecting the high level of community interest in the future of the area. Some participants in the Delivery Program workshops had also participated in engagement activities to inform the CSP. One community workshop was held in each of Council's five wards to encourage participation from the whole community and enable attendance across the Wards.

The focus groups specifically sought to understand the priorities and opinions of young people and the business community. Young people are considered a 'hard to reach' group and traditionally have lower levels of engagement on overall Council business. They were chosen for a focus group to ensure their perspectives were heard. Local business was identified as a key partner for Council with particular insight into local economic development.

In addition to the workshops, Council has used an online survey to gain community perspectives on the Delivery Program and has sought submissions. Survey responses and submissions will be reported on by Council in a separate document.

**Table 1 Summary of engagement activities and participation**

Engagement event and location	Date	No. of participants
Youth focus group – Warringah Mall	12 October 2017	18
Business focus group – Curl Curl	23 October 2017	25
Community workshop – Dee Why	28 October 2017	21
Community workshop – Manly	30 October 2017	48
Community workshop – Mona Vale	1 November 2017	57
Community workshop – Collaroy	6 November 2017	21
Community workshop – Frenchs Forest	8 November 2017	28
<b>Total</b>		<b>218</b>

Note: The workshop on 30 October 2017 was held at Manly Golf Course in Balgowlah, but is referred to as the Manly workshop throughout this report.

## Workshop format

The five community workshops and the event with young people followed the same dart board workshop format described in this section. The business focus group followed a different, more informal format, which is described in Section 6 of this document.

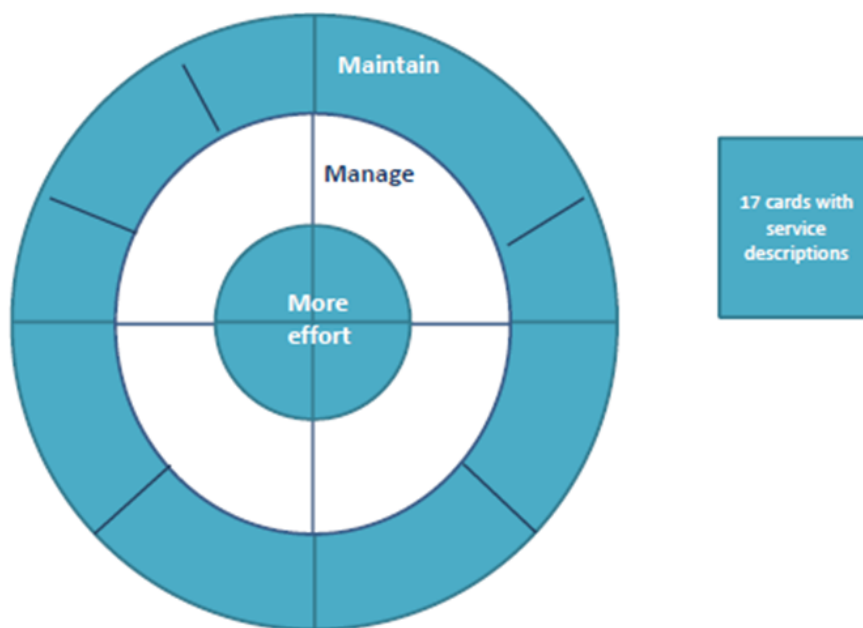
There were two main components to the community workshops and event with young people:

1. A dart board exercise
2. A Big Ideas exercise.

### Dart board exercise

At the community workshops and event with young people, participants were grouped on tables of six to eight people. The tables were asked to place 17 cards representing community-facing Council service areas onto a target with three descending levels of priority – more effort, manage and maintain. The concept for the dart board activity is shown in Figure 1 below.

**Figure 1 Dart board activity used in community workshops and youth focus group**



The centre of the dart board, '**more effort**', was for the four services the table agreed need proactive effort and/or significant change. These were the community's highest priorities for Council to put more thought or resources into in the future. If service areas nominated for more effort fall outside Council's direct control, Council would need to rethink its role and effort in order to address the priority.

The middle ring, '**manage**', was for the four services the table agreed need adjustment and active management. If service areas placed into the 'manage' priority area fall beyond Council's direct



control, such as public transport, Council should be doing more in this space in terms of facilitating and/or advocating.

The outer ring, 'maintain', was for the nine services the table agreed should be continuously improved, but were not seen as priorities for additional focus and resources over the next three years.

Most groups at the community workshops completed the dart board exercise and reached consensus about the relative priority areas for Council to focus its efforts over the three year term. An example of a completed dart board is shown in Figure 2.

A few tables across the workshops did not follow the exact workshop format, such as by placing more than the allotted services in one category ranking. This has resulted in some variation in the overall number of service area nominations at certain workshops.

References to the 'ranking' of different service areas are made throughout this document. It should be noted that, participants were not asked to rank the services at the workshops. Ranks for service areas have been calculated following the workshops to support analysis of community feedback. Rankings have been determined by the number of nominations for 'more effort'. Where Council service areas had the same number of 'more effort' rankings, nominations for 'manage' were taken into account. A summary table comparing the overall rankings and ranking from individual community workshops is contained in Appendix A.

**Figure 2 Completed dart board activity from the Mona Vale community workshop**



### Big Ideas exercise

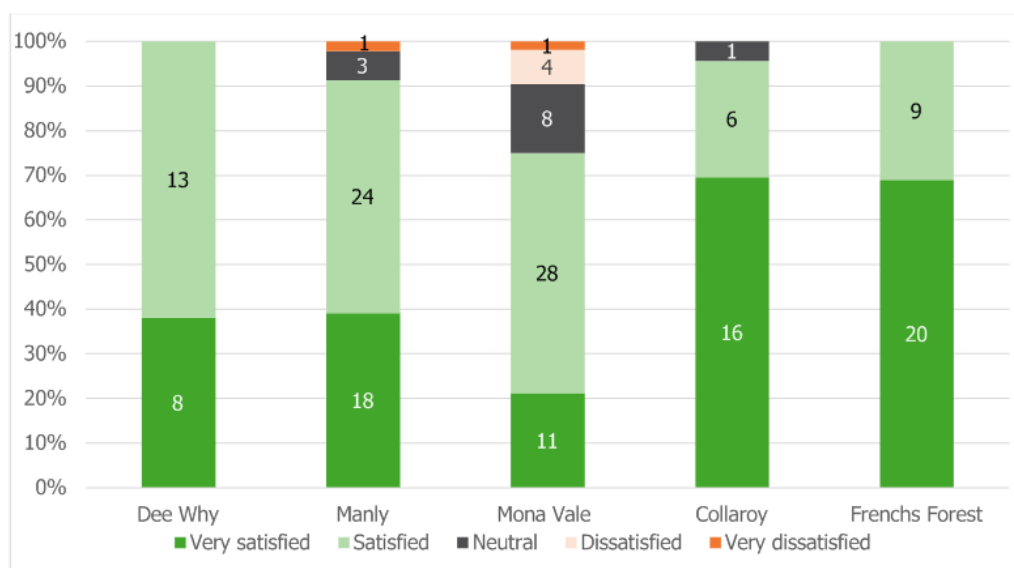
Each of the five community workshops, also included a Big Ideas wall. This was a space where specific ideas for Council to consider were posted. The ideas were provided by individual workshop participants and grouped into general themes.

The key themes emerging from the Big Ideas exercises are summarised in Section 5 of this document, with a complete list of all Big Ideas in Appendix B.

## Satisfaction with workshops

Evaluation forms were distributed to participants at the five community workshops. Community participants overwhelmingly expressed high levels of satisfaction with the engagement activities, as highlighted in Figure 3. Overall, 89% of the 171 participants who completed an evaluation form at the community workshops were either 'very satisfied' or 'satisfied' with the events. Only six people were not satisfied.

**Figure 3 Community satisfaction with workshops**



Many workshop attendees expressed appreciation for the opportunity to participate and have a say in the future of the Council. The dart board activity was well received by most, with the majority of comments on the exercise emphasising that it provided a good format to discuss complex issues in a short amount of time. However, some suggested that the discussion should be more focussed around solutions and what needs to change, rather than what people understand is important.

Some comments expressed concerns about how the input would be implemented, reported and used by Council. A number highlighted the need to ensure the outcomes report is publicly available and there is transparency around how decisions are made.

Others suggested the community should have had input into the service areas discussed and that the workshops be held in larger spaces to enable them to better hear the discussions at their table. Noise levels were a particular concern for some participants at the Manly and Mona Vale workshops. These workshops also had the highest attendance.

While no formal evaluation was conducted for the focus groups with business and young people, a range of informal feedback was received at the events.

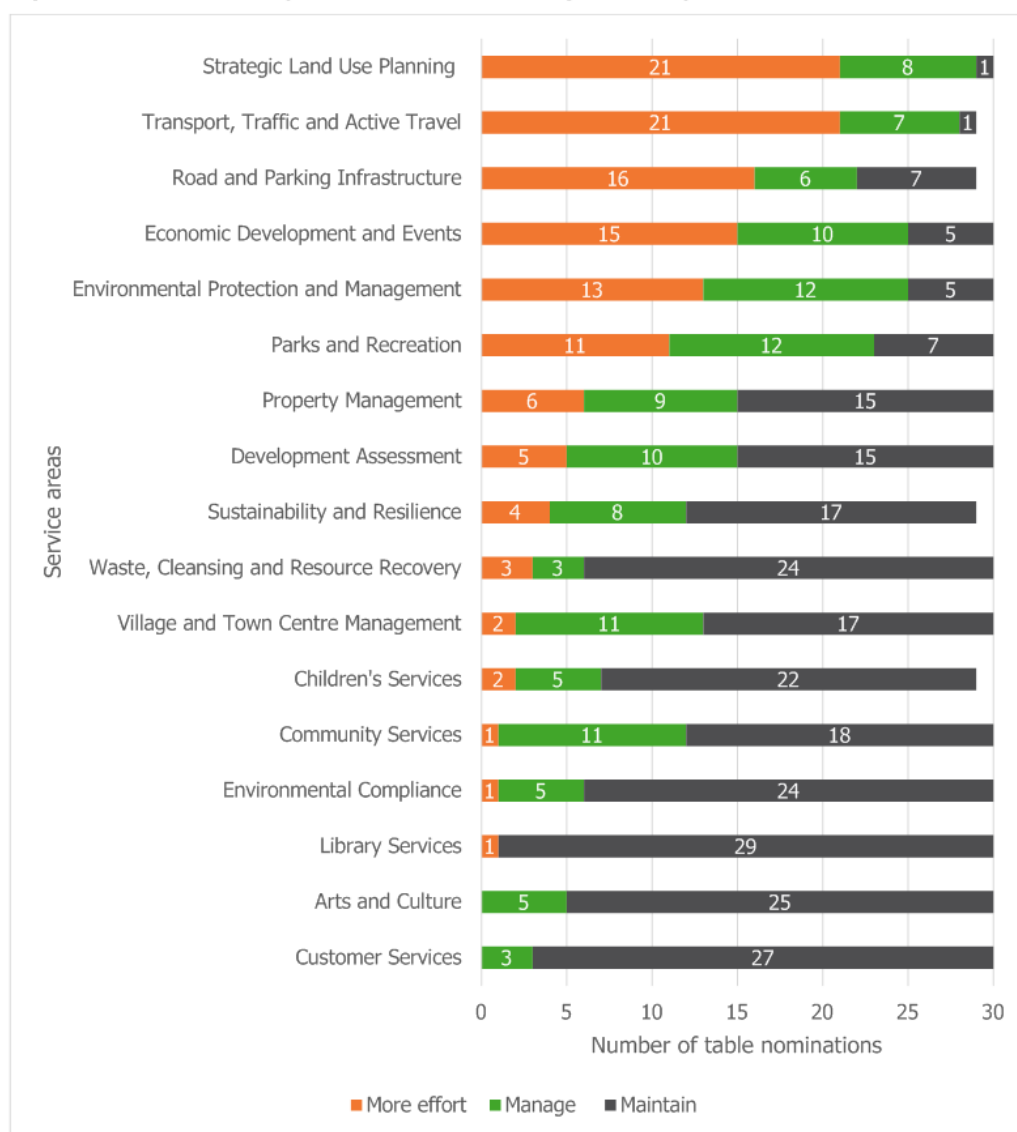
Following the completion of the young people focus group many of the participants were eager to thank Council for the opportunity to participate and were keen to be involved in future engagement activities. Keen interest in the issues discussed was evidenced by many young people staying back after the event to continue their discussions.

The business event was also well received with many participants commenting they would welcome the opportunity to continue to work with Council to build networks and improve opportunities for local businesses.

## 2 Summary of discussions about services

The levels of prioritisation for each service area across all five community workshops is presented in Figure 4 and discussed below. There were variations in the number of table nominations for four service areas, which was due to some tables not following the exact workshop format.

**Figure 4 Service area priorities – all community workshops**



## Consistent views on areas for more effort

At the completion of the five community workshops, two service areas shared the highest nomination for more effort prioritisation. **Strategic Land Use Planning** and **Transport, Traffic and Active Travel** were both nominated by 21 of the total 30 tables as the highest priority for Council in the delivery of their services. Both services were only positioned in the lowest prioritisation of 'maintain' once across all tables in all workshops.

### Strategic Land Use Planning

Strategic Land Use Planning was considered as a foundational and connected service area with flow on effects on other service areas. The sentiment expressed across the workshops may be summarised as 'if Council can get strategic land use planning right, everything else will follow'. More than half of tables in the Manly, Frenchs Forest and Collaroy workshops thought Strategic Land Use Planning should be an area for more effort, with all tables in the Frenchs Forest workshop agreeing Council should put more effort into this service area. In Dee Why and Mona Vale, half of the tables considered this an area for more effort.

The importance of 'getting Strategic Land Use Planning right' was strongly echoed at the business event, along with priorities including improving the amenity of key centres and public spaces, celebrating local Aboriginal history and attracting new businesses to the area.

### Transport, Traffic and Active Travel

Transport, Traffic and Active Travel was considered an area for more effort by a majority of tables in all workshops. Improving connections to key employment areas were understood by most participants in all workshops as linked to general community wellbeing as well as the ongoing economic development of the Northern Beaches. Discussions around Transport, Traffic and Active Travel highlighted community support for Council to increase its role as an advocate for improved public transport options across the Northern Beaches.

Participants at both focus groups also nominated improved public transport options as an area for Council to focus more effort. Additional suggestions made by local business representatives include considering better options for loading zones to accommodate deliveries and improve pedestrian safety; improving wayfinding and navigation to points of interest; and expanding road safety education to improve safety for cyclists and pedestrians. Concerns with road safety for all, but especially for cyclists, were emphasised at the event for young people.

### Environmental Protection and Management

Most tables in most workshops thought Council should manage or put more effort into Environmental Protection and Management, with the tables in the Manly, Dee Why and Mona Vale workshops having the highest levels of focus on this service area. Only three tables across all workshops thought Council should simply maintain effort in this area. It is important to note that all workshops agreed that environmental protection and management as well as sustainability were of critical importance to the future of Northern Beaches and is of fundamental importance to the wellbeing of present and future generations. The priority setting of these services is not reflective of perceived relative importance; rather it reflects either a high level of satisfaction with existing service provision and/or a perception that this should not be Council's responsibility (the latter point mainly referring to Council's role in respect to climate change mitigation and adaptation which was felt by many to be a state or federal Government responsibility).

## Mixed views on areas to manage or have more focus

### Road and Parking Infrastructure

Most tables in most workshops considered Road and Parking Infrastructure to be an area where Council should put more effort. However, there was a moderate difference of views between the three workshops held in the southern parts of the LGA (Manly, Dee Why and Frenchs Forest) the two held further north.

There was a particularly strong focus on Road and Parking Infrastructure in Manly, with five of eight tables believing Council should focus more effort in this area, and no tables believing effort should be 'maintained'. This was primarily because of the high demand for parking around Manly, the perceived inadequacy of Council rangers policing parking and confusion around some parking signage. In contrast, of the seven tables overall which thought Council should simply maintain effort in this service area, five were in the Collaroy and Mona Vale workshops. Participants at most workshops noted that boat and trailer parking need more attention.

### Economic Development and Events

In thinking about the Economic Development and Events service area, there was a marked difference of views between the two workshops held in Manly and Dee Why, and the three held further north. In the Manly and Dee Why workshops there were mixed perspectives on the level of focus which should be given to this service, with tables placing it in all three categories of effort.

However, a majority of tables in the Frenchs Forest, Collaroy and Mona Vale workshops thought Council should place more effort in Economic Development and Events, with the remainder believing the level of effort should be managed. Key concerns at all the workshops related to the need to grow local employment opportunities so people can live and work in the area. Participants at the business workshop also focused on this as a high priority. At the Manly and Mona Vale workshops, opportunities to expand tourism were noted as a means to improve economic development.

Participants at the business event nominated Economic Development and Events as its top priority, noting the overlaps with Strategic Land Use Planning and Transport, Traffic and Active Travel. Key suggestions for Council action in the next three years included supporting tourism by developing a 'destination management plan' and supporting Airbnb, developing place plans with economic development opportunities, and creating a technology park with incubator space for start-ups.

### Waste, Cleansing and Resource Recovery

There were also considerable differences in the amount of effort workshop participants thought Council should be putting into Waste, Cleansing and Resource Recovery, based on workshop location. In Frenchs Forest, Collaroy and Mona Vale, all tables thought Council should maintain its level of focus on this service. In Dee Why, half the tables thought Council should manage its effort in this service area.

Most strikingly, in Manly half the tables thought Council should manage or put more effort into this area. This was largely because of a perceived drop off in cleanliness around busy areas in Manly since the amalgamation. The need for more public rubbish bins, more frequent rubbish removal and cleaning of public spaces and toilets were widely cited. A number of participants also noted that there has been an increase in illegal dumping since the changes to bulky good collection services.



### Property Management

Similarly, in the Manly workshop, there was a relatively strong focus on Property Management, with four of eight tables believing Council should put more effort into this service area and further two believing Council should manage its effort. The maintenance and modernisation of public toilet and shower facilities was widely cited as a priority, especially in key tourist areas such as Manly beach and the area colloquially known as 'the Office' in Manly (the grassy area on East Esplanade on the north side of Manly Wharf).

In contrast, there were only two tables out of 22 across the other four workshops which believed there should be more effort in Property Management, with 13 believing effort should be maintained.

Property Management was also identified as a high priority at the business event. Participants noted the new Council provides an opportunity to take a strategic approach to improve services and efficiencies from assets through reorganisation and/or rationalisation. Priority actions identified by business representative include developing clear strategies for the use of Council buildings, providing subsidised 'incubator' spaces for start-ups, and providing clearer directions regarding outdoor dining.

### Parks and Recreation

There were quite mixed views on Parks and Recreation, with tables in Manly, Frenchs Forest, Collaroy and Mona Vale workshops placing it in all three categories of effort. In Dee Why, there were no tables which thought the level of effort in this service should only be maintained – but there was also only one table which thought the service should receive more effort.

There was widespread agreement across all the community workshops that Parks and Recreation are critical to community wellbeing. However, some felt that the area has adequate open space and recreation opportunities, but that they need to be better managed and maintained. Others noted that the high level of demand for active open space and sports fields indicates a need for more open space as the population grows. There were also a number of comments suggesting that sports fields are better maintained than passive open space. This was identified as a priority to be addressed by Council.

### Development Assessment

There were widely mixed views on the level of effort Council should make in Development Assessment, both within and between workshops. In Mona Vale, only one table thought the level of effort in this service area should be maintained, with others believing it should be managed or there should be more effort. In contrast, all Dee Why tables thought the level of effort should simply be maintained. The distribution of views in other workshops fell between these two extremes.

A number of those arguing that significant change is required had negative personal experiences with the development assessment process. Some participants in Mona Vale viewed addressing the slow speed of approvals as a potential 'quick win' for Council. Others thought development assessment services are adequate as most community members don't regularly use the services.

### Sustainability and Resilience

There were also significant variations in the way in which Sustainability and Resilience was considered across workshops. Half the tables in Dee Why thought Council should put more effort into this service area, with the other half believing Council should manage effort. In Collaroy and Mona Vale, roughly half of tables agreed Council should manage or put more effort into Sustainability and Resilience. In

contrast, only one table each in Manly and Frenchs Forest thought Council should manage effort in this area, with all other tables believing effort should be maintained.

While all tables generally agreed that Sustainability and Resilience (namely Climate Change adaptation and mitigation) is of utmost importance to the future of Northern Beaches, there were differing views on whether Council should focus more effort in this area based on discussions about which level of government should drive efforts in this area.

### Village and Town Centre Management

In Manly, there was a reasonably strong focus on Village and Town Centre Management with four tables believing Council should manage effort and one feeling there should be more. There were a few tables in Frenchs Forest, Collaroy and Mona Vale which thought the level of effort should be managed, and one in Collaroy which thought it should have more effort. In contrast, all tables in Dee Why agreed the level of focus on Village and Town Centre Management should be maintained.

## Consistent views on areas to maintain

Across the five community workshops, several service areas were consistently nominated as a 'maintain' priority. Services which were nominated by 20 tables and over (of the total 30 tables) to maintain included:

- » **Library Services** (29 tables)
- » **Customer Services** (27 tables)
- » **Arts and Culture** (25 tables)
- » **Environmental Compliance** (24 tables)
- » **Waste, Cleansing and Resource Recovery** (24 tables)
- » **Children's Services** (22 tables).

Community explanations for the prioritisation of these service areas can be summarised as:

- » Council is already appropriate services in these areas, so there is no need to put more effort in to change or refocus service delivery
- » these service areas are all important to Council operations and must be continuously improved, ensuring currency and ability to meet community expectations
- » these are 'core' services that Council is expected to continue to do well.

### 3 Summary of each workshop

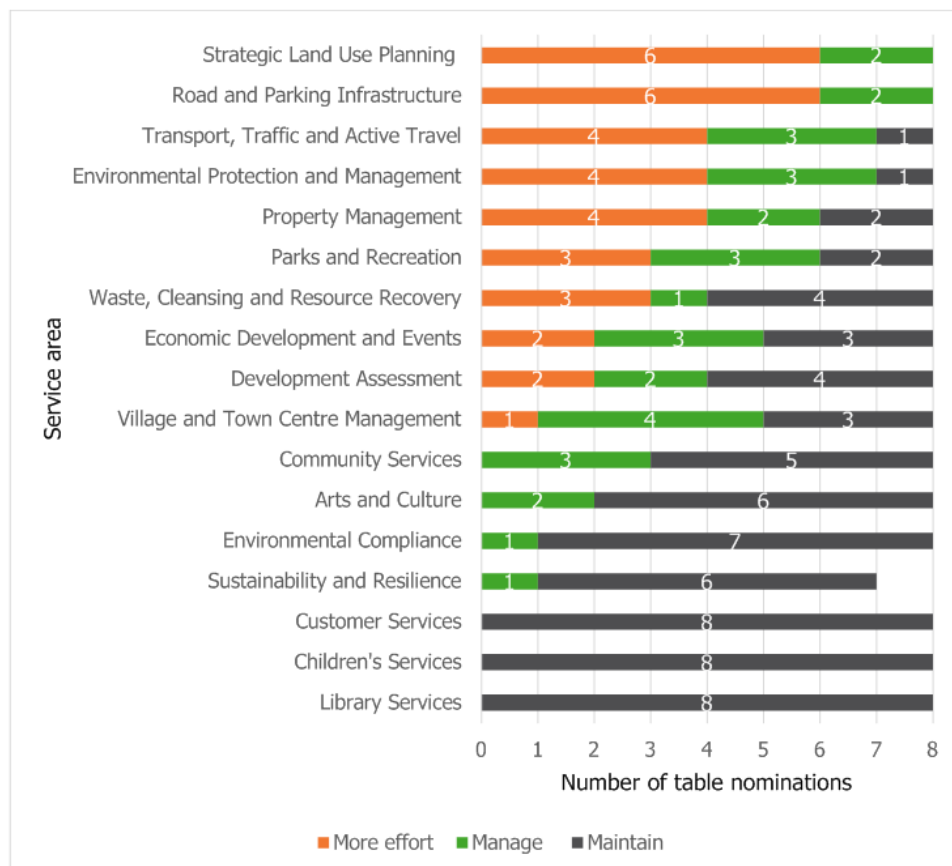
#### Manly community workshop

A community workshop was held at Manly Golf Club in Balgowlah on the evening of Monday 30 October 2017 and was attended by 48 community members. This was the second largest number of participants at any of the workshops.

Many attendees had previously participated in the engagement process for the draft Community Strategic Plan. Participants therefore had a significant amount of background knowledge on the process. Some participants had very strong perspectives on the categorisation of the service areas, including where two or more service should be considered as one.

Priorities agreed by the eight tables at the Manly workshop are shown in Figure 5. There was a variation in number of table nominations for the Sustainability and Resilience service area, which was due to one table not following the exact workshop format.

**Figure 5 Manly community workshop - service area priorities**



Emerging priorities and issues for participants in this workshop are summarised on the following pages. The full details of all comments made at every table were recorded and will be used by Council in detailed planning for services.

**Strategic Land Use Planning** was identified as the highest priority in Manly, consistent with the workshops overall. Key priorities for strategic planning identified by participants include:

- » ensuring density is 'done well'
- » planning to include affordable accommodation options
- » providing appropriate infrastructure and open space to support new developments
- » providing connectivity through new developments
- » taking a strategic approach to Section 94 contributions so they are more equally shared around the area.

"[Strategic land use planning is] the essential part that takes in everything else"

Another priority nominated in the Manly workshop was **Roads and Parking Infrastructure**, with all tables nominating it as an area for Council to manage or put more effort into. Parking was a particular focus in this workshop with comments including:

- » it can be difficult to know the hours you can park in different parts of Manly
- » street signs need upgrading in the local area
- » there are no parking rangers in Manly on the weekends when they are sorely needed
- » managing parking infrastructure is very important but it's also important to get people out of cars.

**Transport, Traffic and Active Travel**, which ranked third overall, was highlighted as an area needing much greater focus going forward. Many noted that this is the 'biggest gripe' of people in the area. Suggested priorities to improve the situation include:

- » advocating to State Government for more public transport rather than expanding roads
- » maintaining and expanding 'Hop, Skip and Jump' services to connect key centres across the LGA
- » encouraging car sharing and carpooling
- » addressing inefficiencies and timing of traffic signals to improve traffic flow.

"Traffic and transport are everyone's biggest gripe across the area"

"It's currently not working so business as usual won't do"

**Environmental Protection and Management** ranked fourth in the Manly workshop, very slightly higher than the overall fifth ranking. Its prioritisation was balanced between more effort and manage across the table groups. One group highlighted that this service area needs to be considered with the Strategic Land Use Planning service area. They indicated that if combined, they would influence the overall effectiveness of land uses in the LGA. All groups highlighted the linkages between water conservation and enhancing existing water bodies and this service area, listing stormwater management and Manly lagoon as primary examples where the service area should be applied.

**Property Management** ranked fifth in Manly, the highest among the workshops. Key reasons for this importance included a widespread feeling that public toilets have become unclean, especially in busy areas such as Manly Beach. As an important area for locals and tourists, public toilet and shower facilities should be modernised, expanded and better maintained.

“Manly is an important tourist area – the public toilets are disgraceful.  
They should be immaculate like on the Gold Coast”

**Waste, Cleansing and Resource Recovery** ranked seventh in Manly, compared to tenth for the workshops overall. While some tables agreed current services are working well and should be maintained, reasons other tables gave for the relative importance of this service area in Manly include:

- » rubbish collection in high traffic pedestrian areas such as Manly Beach has fallen behind. Participants noted the overlap between this issue and Village and Town Centre Management, which was also viewed as important
- » bulky goods collection was widely discussed, with general agreement the twice-a-year bulk goods collections should be reinstated because illegal dumping has increased since it has changed.
- » a feeling that graffiti and litter problems have increased in Manly since amalgamation
- » some identified opportunities to create power sources from waste as priority for regional action.

**Economic Development and Events** was ranked lower in Manly than the workshops overall. However, the need to keep and grow local jobs was widely noted.

While all tables placed **Children's Services** in maintain, a number of participants noted that there is a shortage of affordable childcare options for lower to middle income families across the area. However, others felt that childcare provided by the private sector was adequate.

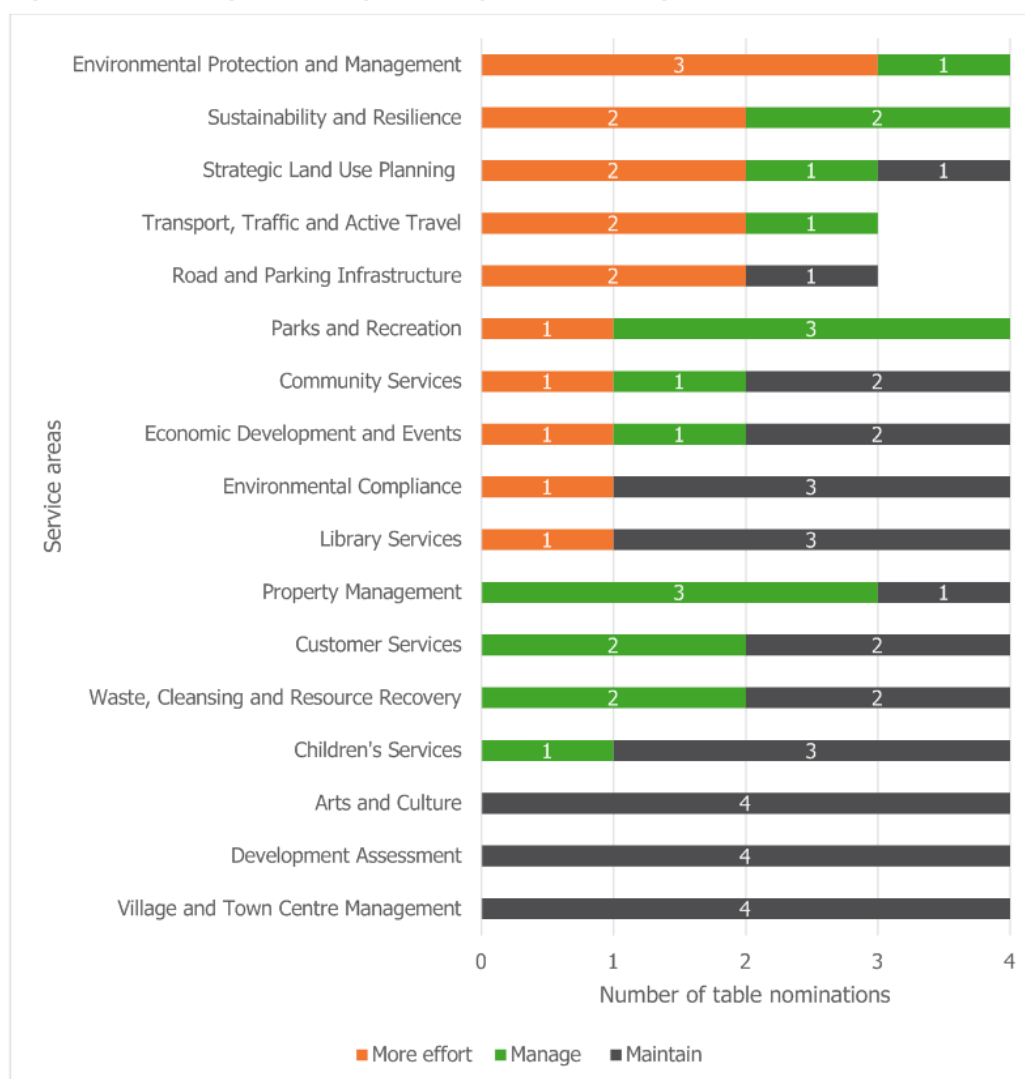
“There's not enough affordable places, it's too expensive to go private”

## Dee Why community workshop

A community workshop was held in Dee Why on Saturday 28 October 2017. It was attended by 21 community members. Dee Why was the first of the five community workshops held. The participants at this workshop represented an older demographic than at other workshops and drew upon many of their personal experiences in discussing the service areas.

Priorities agreed by the four tables at the Dee Why workshop are summarised in Figure 6. There was a variation in number of table nominations for the Road and Parking Infrastructure service area, which was due to one table not following the exact workshop format.

**Figure 6 Dee Why community workshop - service area priorities**





Emerging priorities and issues for participants in this workshop are summarised on the following pages. The full details of all comments made at every table were recorded and will be used by Council in detailed planning for services.

**Environmental Protection and Management** and **Sustainability and Resilience** were the highest ranked service areas for more effort at the Dee Why workshop, reflecting the high value placed on the natural environment by participants and the robust discussion around Council's role as a steward of the environment. Many participants struggled to separate the two service areas, noting they belong together and support each other.

"There needs to be proper climate change mitigation and adaptation measures in place to protect roads, life and property"

Tables that prioritised Environmental Protection and Management over Sustainability and Resilience commented that the former related to having 'boots on the ground' with Council actively remediating degraded areas. This was understood as a higher priority than education and awareness campaigns because other government agencies and organisations also play a role in that space. This view was echoed at the youth event, where Environmental Protection and Management was nominated as an area for more effort while Sustainability and Resilience was nominated as an area for Council to manage.

Key areas for more effort under Environmental Protection and Management in the Dee Why workshop included:

- » addressing issues with stormwater peak flows during storms
- » managing pollution that ends up in local waterways
- » improving water quality in creeks and lagoons
- » fire hazard reduction.

There was broad agreement at most tables that **Strategic Land Use Planning** is critical to achieving Council and the community's social, economic and environmental objectives.

"Sets the foundation for everything, including development, and needs careful consideration to protect our environment"

In discussions around **Transport, Traffic and Active Travel**, most participants agreed that improving public transport is a top priority for improving the lifestyle of the local community, in particular in relation to accessing jobs. Some also suggested better consideration of planning community infrastructure around public transport improvements. For example, locating future childcare centres near B-Line stops was identified as a way to allow parents to drop off their children on public transport on the way to work.

All tables nominated **Parks and Recreation** as an area for Council to manage or put more effort into. This predominately related to concerns regarding the availability of and access to sports fields, particularly as the population grows. Participants agreed that Council needs to better manage the use of sports fields. Some suggested Council should provide more sports fields north of Narrabeen. Other concerns related the loss of playgrounds in the area and the future of Warringah Golf Course.

"Need better planning around sports fields use, and more sports fields north of Narrabeen"

Priorities related to **Roads and Parking Infrastructure** included:

- » investigating caravan and boat parking across the area
- » the need for more rangers at busy times and on the weekend.

"This is a top priority to improve the lifestyle here  
and the ability to commute to work with ease"

**Customer Services** was identified by two tables as a priority for Council to manage. This was largely due to some participants having negative personal experiences when trying to get information about events or Council services. Other participants, however, commented that Council's customer services are of an adequate or high standard and are not a priority area for more effort.

"Would like a more personal experience"

"Highly variable experience – some staff are helpful, others don't know what to do"

The tables that nominated **Community Services** as a priority for more effort noted that they are vital to community safety and inclusion. Expanding the Hop, Skip and Jump community transport service across the LGA was noted as a particular priority. Providing services and facilities for young people was also identified as a priority for some participants.

## Frenchs Forest community workshop

The Frenchs Forest community workshop was held in the evening on Wednesday 8 November 2017 at Galstaun Function Centre. It was attended by 28 people. Most table groups appeared to reach a high level of consensus about their priority service areas.

Priorities agreed by the five tables at the Frenchs Forest workshop are summarised in Figure 7.

**Figure 7 Frenchs Forest community workshop - service area priorities**



Emerging priorities and issues for participants in this workshop are summarised on the following pages. The full details of all comments made at every table were recorded and will be used by Council in detailed planning for services.

Feedback from the Frenchs Forest workshop was largely consistent with the overall community perspectives described previously. **Transport, Traffic and Active Travel** and **Strategic Land Use Planning** were identified as areas for 'more effort' by all five tables at the workshop. While connections to the Sydney CBD were seen as important, improved east/west connections were identified by participants at the Frenchs Forest workshop as a high priority for the LGA to enable access to jobs and education opportunities in Chatswood and Macquarie Park. Participants at Frenchs Forest noted that with three main roads in and out of the area, the priority should be to reduce car dependency. However, those participants noted that the NSW Government's focus for transport infrastructure around the new hospital to date has been on car related infrastructure provision.

"Need transport that is east-west – allows outside workers into the Beaches and Beaches residents out. Not just all to and from the [Sydney] CBD"

"No alignment between Council's strategic plans and State Government. Current developments were inherited, but it could have been better planned"

**Children's Services** ranked sixth in importance at Frenchs Forest, the highest of any of the workshops. Improving awareness of services and access to affordable childcare were key reasons for this.

"If looking at increasing the population we need to have services to match, such as more childcare spaces"

The need to improve local employment and education opportunities was identified as a driver for **Economic Development and Events** being a high priority for most tables. Access to jobs in the longer term was of particular importance across all tables. These tables identified the key overlap between economic development and public transport options. They also noted that the centre of Sydney and jobs has moved west so connections to those jobs should also be a priority.

"Need education and employment opportunities, particularly for young people, and improved links to transport"

The maintenance of public toilet facilities was widely cited as a priority for those tables that placed **Property Management** in the 'more effort' category.

"Maintenance of toilet facilities and community buildings as assets is a priority, but slightly lower than Strategic Land Use Planning"

**Sustainability and Resilience** was predominately nominated to be 'maintained' by Council. While the service was understood as important by participants, many noted that Council is already doing a lot in this space.

"This is very important, but Council is already doing a lot in this space"

**Environmental Protection and Management** was widely identified as a concern for Council to manage. Key areas identified for attention include Curl Curl, Dee Why lagoon and Manly, where pollution flowing into the water is an issue.

"If we don't get this right, the prioritisation of Economic Development and Events will be useless"

"This links back to Council's vision which is seriously under threat with all the developments"

While it was identified as a relatively low priority in Frenchs Forest compared to other service areas, the need for **Community Services** to support an ageing population was cited as very important by a number of tables at the workshop.

"Doing a great job – just need to maintain"

**Waste, Cleansing and Resource Recovery** was placed in the 'maintain' category for all tables. Comments included that this service area is generally done well. However, some tables noted Council should consider an on-demand service for bulky goods collection instead of kerbside collection. Others had concerns with fees at Kimbriki Resource Recovery Centre.

"Generally OK, but could Council consider a call up service for bulky goods?"

## Collaroy community workshop

A community workshop was held in the evening on Monday 6 November 2017 at Long Reef Golf Club in Collaroy. The workshop had 21 participants. As this was one of the smaller community workshops, participants were able to discuss their perspectives on the priority service areas in a relatively high level of detail.

Priorities agreed by the five tables at the Collaroy workshop are summarised in Figure 8. There was a variation in number of table nominations for Children's Services, which was due to one table not following the exact workshop format.

**Figure 8 Collaroy community workshop - service area priorities**





Emerging priorities and issues for participants in this workshop are summarised on the following pages. The full details of all comments made at every table were recorded and will be used by Council in detailed planning for services.

Consistent with the overall response from the workshops, Strategic Land Use Planning and Transport, Traffic and Active Travel were ranked equal first as the highest priorities at the Collaroy workshop. Reasons given for the strategic importance of **Transport, Traffic and Active Travel** included:

- » widespread frustration at traffic and feeling that public transport was 'not being done well'
- » value attributed to Hop, Skip and Jump services which were nominated as a priority for expansion
- » a need to reduce car dependency across the area
- » improving cycleways and giving cyclists separate space so they don't ride in bus lanes.

Reasons given for the elevated importance of **Strategic Land Use Planning** include:

- » concern around density and how the local area is changing
- » a view that many critical planning decisions are taken out of the hands of councils. Most tables wanted to see Council play a stronger advocacy role in strategic land use planning matters
- » uncertainty and disagreement regarding Council's performance and a desire for more transparency around the reasons for strategic planning decisions
- » the need for more affordable housing options in the area
- » the links with local economic development and employment opportunities in the area.

"Strategic land use planning needs to include affordable housing, which is very important for the Beaches area"

**Economic Development and Events** ranked third in the Collaroy workshop. Participants' comments highlighted:

- » a strong desire for more job opportunities so people can live and work in the local area, with many noting the negative impacts of long commutes on families
- » local access to education and training opportunities were viewed as critical for the area. Some noted that this is of particular importance since TAFE services and funding have been cut. Those participants felt Council should advocate strongly to address this
- » a need for an expanded civic event calendar to build community and stimulate the local economy.

"There is a social aspect to this too. Managing employment is very important as it 'balances out' demographic and employment inequalities"

**Sustainability and Resilience** ranked equal seventh at the Collaroy workshop, higher than its overall ranking of ninth. Reasons given for this included:

- » the need for better waste management to reduce pollution going into the ocean
- » the need to educate people and deliver programs that will better manage flooding and protect threatened lagoons

- » a desire for more community engagement and education on climate adaption and resilience.

"Need an extra focus on getting the community engaged and educated on sustainability and climate change"

**Environmental Protection and Management** ranked as a high priority due to:

- » problems overflowing stormwater is creating in estuaries, lagoons and Manly Dam
- » the need to replace trees that are being cut down and better manage trees on verges
- » the flow-on effects environmental quality has on other areas, including community wellbeing and tourism.

**Village and Town Centre Management** ranked seventh at Collaroy, compared to eleventh in the overall rankings. It was understood as critical to the future success of the area. Some participants emphasised the need to improve the safety of pedestrians in key centres such as Mona Vale. Linkages between Village and Town Centre Management and the need to manage waste and littering in key centres were noted by many.

"There is good work happening in this already, let's keep it at a high level"

**Waste, Cleansing and Resource Recovery** was ranked by all tables as 'maintain'. There was a general feeling that Council was doing a good job in this service area. However, some noted that the book in bulky goods collection service isn't working as well as the previous system and others cited the removal of rubbish bins in busy areas as reasons for an increase in littering across the area.

## Mona Vale community workshop

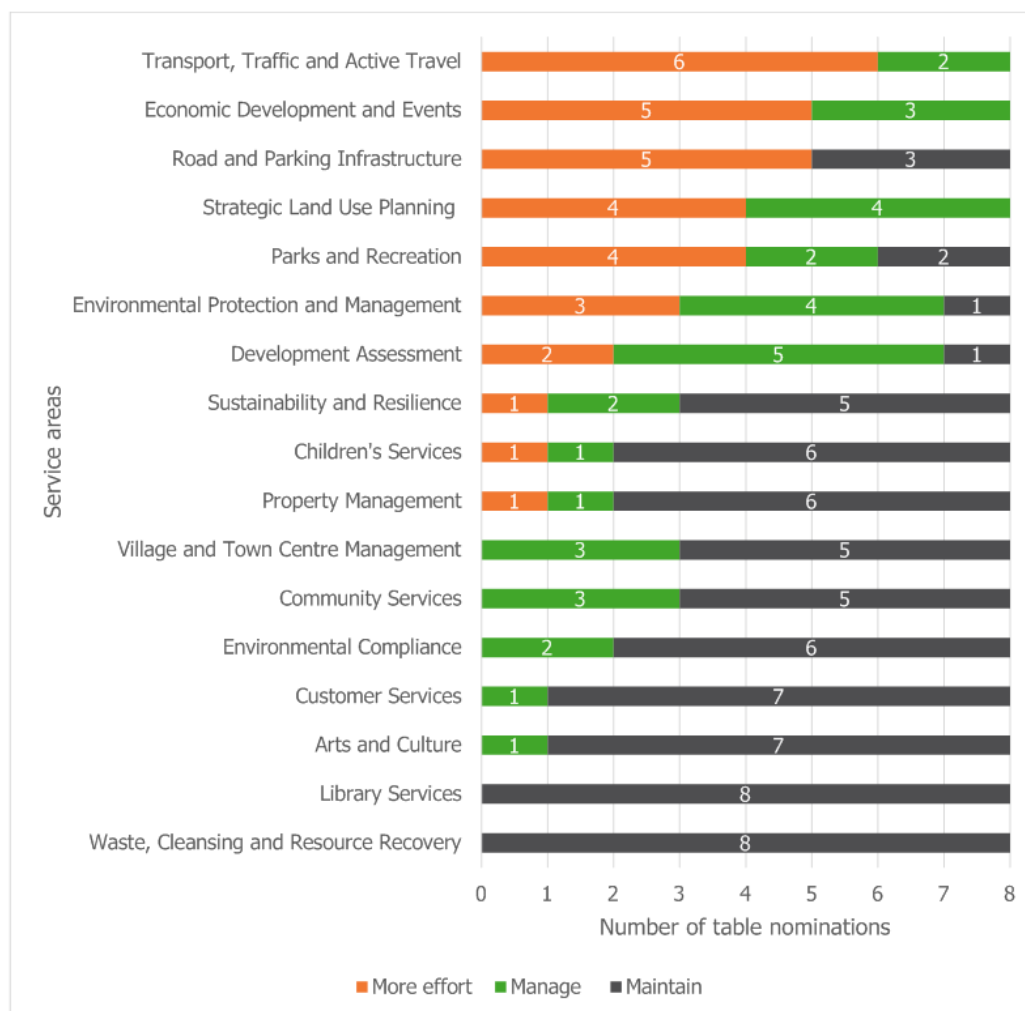
A community workshop was held in the evening of Wednesday 1 November 2017 at Mona Vale Golf Club. There were 57 participants at this workshop. This was the largest number of participants at any of the community workshops.

As in Manly, many attendees at the Mona Vale workshop had previously been involved in the engagement process for the Community Strategic Plan. Participants therefore had a significant amount of background knowledge on the process. Similarly, some participants had strong perspectives on the categorisation of the service areas, including where two or more services should be considered as one.

Participants at this workshop were also particularly proactive in identifying potential solutions or ideas for issues in the service areas.

Priorities agreed by the eight tables at the Mona Vale workshop are summarised in Figure 9.

**Figure 9 Mona Vale community workshop - service area priorities**



Emerging priorities and issues for participants in this workshop are summarised on the following pages. The full details of all comments made at every table were recorded and will be used by Council in detailed planning for services.

Priorities for **Transport, Traffic and Active Travel** identified at Mona Vale include extending Hop, Skip and Jump services to Palm Beach, working with RMS to encourage car-pooling by putting in T2 or T3 lanes, and improving footpaths to improve pedestrian safety and encourage walking.

"There doesn't seem to be thinking or planning for 20 years from now"

"Advocacy is an easy win that would work for the new Council"

**Economic Development and Events** was ranked second at Mona Vale, the highest of all the workshops. The need for more local jobs was the most common reason cited at the workshop. Specific suggestions included:

- » pursuing opportunities related to tourism (including a need to improve public transport and provide more, cleaner public toilet facilities)
- » concentrating economic activity strategically in key areas to manage parking issues
- » protecting land zoned for commercial and industrial uses
- » links to Town Centre Management and public art were important for some tables.

"We need to provide jobs in order to retain the younger generations and families in the area"

**Road and Parking Infrastructure** ranked third in the Mona Vale workshop, as it did in the five workshops overall. The prioritisation of this service area was split between more effort and maintain by all groups, within no groups nominated the middle-based manage. Nominations for more effort highlighted perceptions of:

- » poor connectivity between destinations, such as schools, and transport hubs
- » a need for greater community education towards active transport options and supporting infrastructure, such as pathways and cycle lanes
- » a demand for more parking across the Mona Vale area to accommodate the increasing population

Groups who nominated to maintain effort commented that Council was already doing a good job in this area. Many participants expressed frustration over the NSW Government's population and housing targets and what they saw as insufficient provision of road and parking infrastructure on state arterial roads (particularly Mona Vale Road, Warringah Road and Pittwater Road).

**Strategic Land Use Planning** was widely recognised as important and linked to economic development and environmental protection. A number of groups mentioned the need for better 'Place Plans' to determine the type of growth and development. Similar comments were made at the business event. However, at the business event the focus was on guiding growth and stimulating the local economy. At the Mona Vale workshop, the emphasis on Place Plans was largely in response to community concerns with 'overdevelopment' in the area. Some stated that Section 94 contributions are not resulting in adequate community infrastructure and open space to support population growth.

"It is really important to get this 'big picture' right"

A number of issues within **Parks and Recreation** were identified as key concerns at Mona Vale, including:

- » the need for more synthetic surfaces to cope with demand for sports fields
- » investigating opportunities to open up school sports fields for community use
- » the potential closure of Warringah Aquatic Centre was a major issue for some
- » regional parks were seen to be well maintained but smaller, neighbourhood parks can be neglected
- » the need for a holistic approach to developing Plans of Management for key parks such as Governor Philip Park, Pittwater Park, beach fronts and smaller reserves
- » links with strategic planning and Section 94 contributions for open space and to accommodate population increases were widely noted.

"More population will create more need for sports fields"

Priorities for **Environmental Protection and Management** include maintaining water quality and weed levels at Narrabeen Lake, and addressing flooding at Narrabeen and on the Wakehurst Parkway.

"Council currently does a good job, but this needs to be coordinated with other [service] areas"

Key issues related to **Property Management** included the maintenance of public toilets across the area. Ingleside was identified as a particular area of concern regarding maintenance of facilities.

"Asset management needs to be a priority, as it is not yet done properly"

## 4 Big Ideas from community workshops

Big Ideas for the Northern Beaches Council to consider were collected at each of the five community workshops. These ideas were provided by individual participants, and allowed more specific suggestions to be recorded.

A complete list of the Big Ideas from each workshop is contained in Appendix B. The ideas have been grouped into themes to help identify areas of particular priority for community members. These themes, presented in rough order of frequency, are:

- » travel and connections
- » the natural environment
- » active and passive recreation and leisure
- » community facilities, spaces and services
- » access to services and parking
- » local business and industry
- » Council operations and management
- » community involvement and engagement
- » culture, arts and education
- » animal welfare.

Examples of Big Ideas included:

"Increase facilities and opportunities for lifelong education" – Dee Why

"Use a steam machine to remove weeds from roads and paths" – Manly

"Provide opportunities for mountain biking to Manly Dam" – Frenchs Forest

"Introduce 12-hour parking restrictions for cars for sale and trailers and boats" – Collaroy

"Move the library into Dee Why Town Centre" – Collaroy

"Develop a street tree policy" – Mona Vale

Ideas related to **development** were suggested at all workshops except for Collaroy. An example from the Manly workshop was:

"Make sure large DAs and major developments include a percentage of funds to be allocated to exterior design and art projects, like in WA"



Big Ideas related to Council **operation and management** were suggested at all workshops except Dee Why. An example from Mona Vale was:

"Develop place management plans – a great idea"

Ideas related to **animal welfare** were identified at the Manly and Mona Vale workshops. For example:

"We need a council-run animal management department which incorporates responsible pet ownership, owner education, public concerns and feral animals"

Ideas related to **housing** were nominated at Dee Why, Mona Vale and Collaroy. An example from Mona Vale was:

"Need affordable housing mixed in with other developments so that young families who have grown up in the area can afford to stay in the area with their ageing parents and we keep diversity in our community."

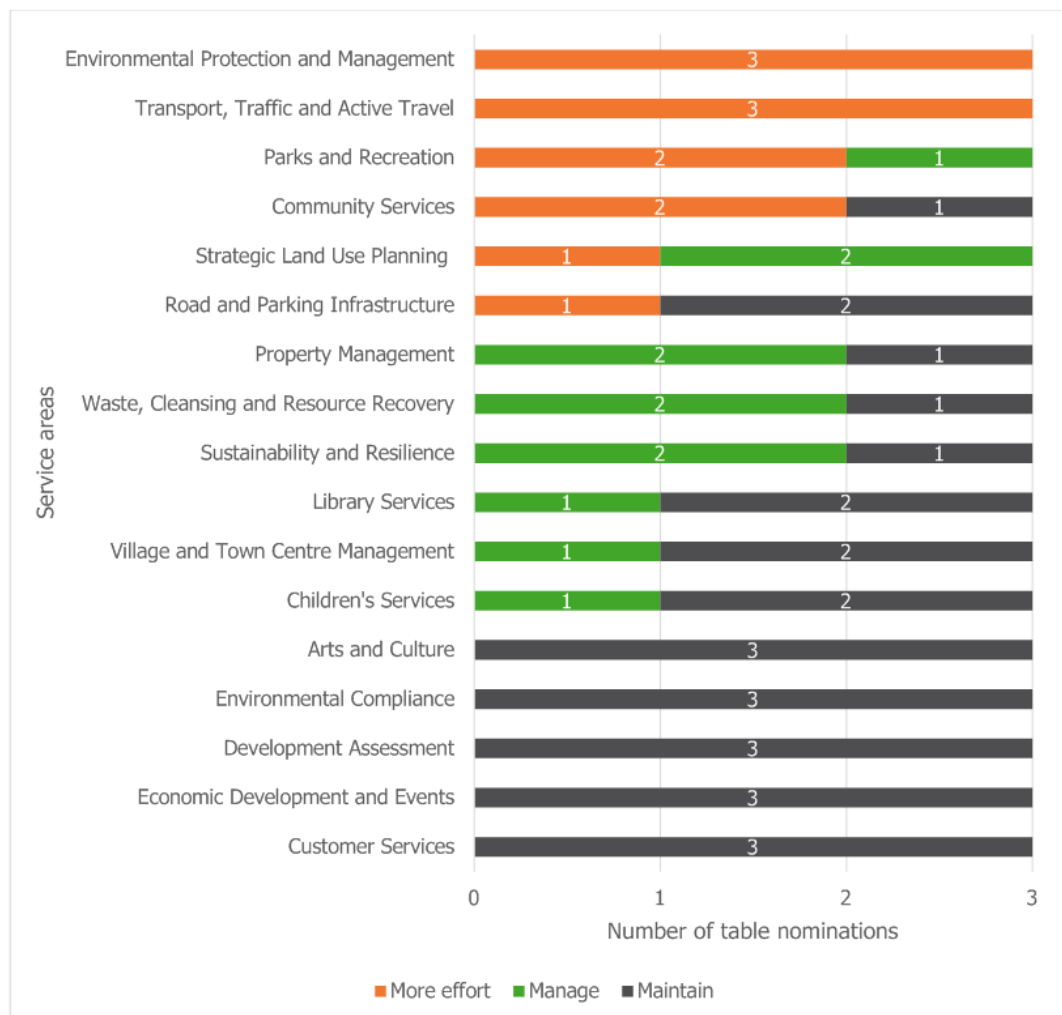
## 5 Outcomes from the focus groups

### Young people focus group

The focus group for young people held late afternoon of Thursday 12 October at Warringah Mall. It was attended by 18 young people aged between 14 and 24. Their different daily experiences of the Northern Beaches offered a variety of viewpoints when discussing the service areas.

The focus group followed the same format as the community workshops. Final nominations from the three tables are shown in Figure 10.

**Figure 10 Young people focus group - service area priorities**



**Transport, Traffic and Active Travel** and **Environmental Protection and Management** were identified as needing more effort by all three tables. Reasons given included:

- » a perceived need for more efficient public transport. There is currently a lack of reliability around timing, which makes it very difficult to get around when you need to catch multiple buses
- » isolated areas like Eleonora and Davidson need a lot more attention from Council
- » more effort should be put in to encourage people to be safer drivers
- » participants want to cycle around the area and for commuting purposes but cycleways are very disconnected and participants fear for their safety when riding. This was identified as a key priority to be addressed.

Reasons given for **Environmental Protection and Management's** elevated importance over **Sustainability and Resilience**, which was nominated as an area for Council to manage, included:

- » Environmental Protection and Management was understood as more tangible, which created accountability for Council
- » Council was understood as responsible for local environmental quality
- » Sustainability and Resilience was viewed as requiring longer effort beyond the Delivery Program's three-year outlook
- » other agencies and schools also run sustainability education programs.

Participants widely agreed **Parks and Recreation** required more effort, identifying the following priorities for Council to consider:

- » increase investment in and promotion of activities and spaces within parks to increase their use
- » there is potential to make money from sports or recreation in park spaces, such as through mountain biking competitions on the mountain bike trails
- » improve pedestrian connections through open space to create a more sociable environment for all and encourage walking
- » adding social activities such as busking and outdoor cinemas to open spaces, to promote walking and reduce traffic congestion.

Reasons given for by the two tables that nominated **Community Services** as an area for more effort included that services are not always consistent. For example, sometimes there are lots of events for young people and then there are none for a while. The following were suggested as ways to improve this:

- » spreading out events to less accessible communities
- » providing more community youth services.

Some participants also noted there are not enough services, and Council can be too slow in getting consultation programs back up and running. Those participants noted there is a lack of communication between Council staff and young people about what is going on in the community.

The need to better maintain and possibly renew community facilities and public toilets was cited as a reason **Property Management** was nominated for Council to manage.

The table that nominated **Library Services** as an area for Council to manage agreed libraries are key community facilities which, with adequate resources, can partner with service providers to achieve good outcomes for the community. The tables that nominated Library Services as an area for Council to maintain noted that additional private meeting rooms, study spaces and longer opening hours would be helpful during key periods such as the HSC and during university exams.

## Business focus group

The business focus group event was held at the Creative Space in Curl Curl in the evening of 23 October 2017 and was attended by 25 people from the business community. It followed a slightly different format from the other community engagement events, as the interests of the business community were comparatively more defined to business related services.

At the business focus group event, participants were asked to vote for their top four priority service areas for more in-depth discussion during the workshop. These four areas were then discussed in detail in an activity in which participants moved to four different stations around the room. The four services nominated as themes for discussion at the workshop were:

- » Economic Development and Events
- » Transport, Traffic and Active Travel
- » Strategic Land Use Planning
- » Property Management.

### Priority areas within Economic Development and Events

- » Tap into **local higher education** opportunities by:
  - > promoting the attractiveness of living, studying and working in the Northern Beaches to potential international students
  - > reducing the travel times for TAFE and university students.
- » Centralise innovation, **business and industry** in centres by creating a technology park and promoting incubators for start-up businesses and smart technologies, co-locating specialised businesses/service areas (e.g. using spaces in community centres, Frenches Forest near the new hospital, Manly).
- » Improve planning, advocacy and **support for local businesses** by:
  - > reducing red tape
  - > increasing the connection between State Government and local business and consideration of local business in State Government plans
  - > pursuing higher density and considerations for transport and other infrastructure to support these populations accessing businesses and services.
- » Promote the Northern Beaches region for **tourism** by:
  - > developing a destination management plan
  - > showcasing and advertise areas of interest
  - > facilitating Airbnb.
- » Fostering business and social **sustainability** by:
  - > promoting networking and connections between businesses by facilitating and holding more events for businesses in the LGA
  - > enabling the development of more affordable housing, which potentially increases key worker population (e.g. through revision and innovative adaptation of planning controls in new centres)
  - > identifying key sectors/industries to invest in and support (e.g. medical or IT).

### Priority areas within Traffic, Transport and Active Travel

- » Developing solutions to resolve **traffic issues** such as:
  - > B-Line parking options, which fill up early and don't allow accessibility to services and businesses
  - > changing the current synchronisation of traffic lights to permit greater traffic flow, leading to shorter journeys and cars off the road quicker
  - > removing bike riding from bus lanes
- » **Advocating** to State Government on issues such as:
  - > resolving east-west traffic congestion
  - > developing better transport options for tourists
  - > greater environmental considerations on State Government-owned roads like Wakehurst Parkway and addressing flooding around the hospital
- » **Improving safety** by:
  - > improving street lighting around bus stops, pick up zones, and areas of interest like Manly CBD
  - > offering safe cycling and driving with cyclists programs.

### Priority areas within Strategic Land Use Planning

- » Undertake strategic planning and **develop Place Plans** that:
  - > support sensible development and encourage local employment opportunities in key centres
  - > consider public transport links to commercial and light industry
  - > enable flexible and adaptable use arrangements for businesses
- » Changing the approach to **Section 94 Contributions** to:
  - > rebalance where funds go
  - > include developer contributions for commercial spaces, as it currently applies to residential
  - > link contributions to producing more parking within developments, including developments in town centres.



### Priority areas within Property Management

- » **Increasing access** to Council buildings and facilities to provide affordable co-working and incubator space and support local businesses. This can also have positive flow-on effects for individuals by building networks, reducing operating costs, and improving the wellbeing of people who run businesses from their homes.
- » **Diversify the use** of existing assets, including:
  - > finding other uses for Council properties so that they are more attractive to business to occupy (e.g. short-term rentals, incubator space, surf museums, short term accommodation for community/larger events)
  - > increasing transparency from Council regarding what spaces are underutilised in the LGA and are available for use/re-use (e.g. City of Sydney promoting creative spaces to work and sell work, consideration of indigenous artists)
  - > equitable and flexible options for the use of outdoor public spaces that is integrated into larger plans (e.g. use of golf courses, cricket grounds by the wider public so more people benefit)
  - > being creative and strategic towards the 'when' and 'how' public spaces are used (e.g. avoid peak times, provide lighting, facilitating pop-up shops in empty retail spaces like in Newcastle).
- » **Consider the rationalisation** of Council assets where there are opportunities for efficiency gains following the amalgamation of the three former councils. This could be done to reduce rates or improve services.
- » Improve **public toilet maintenance and management** system encompassing access, maintenance and cleaning and problem-solving towards late-night issues.
- » Improve clarity regarding **outdoor dining** regulations for wine bars, beach fronts, pop up bars, community gatherings and events.

## 6 Conclusion

The engagement process to provide input to the preparation of the Northern Beaches Council's Delivery Program 2018-21 was successful in its aim of identifying services where Council should put more effort in the next three years.

There was a high degree of consistency in the perspectives of community members across the local government area and the priorities for increased Council focus. In considering all seven workshops and focus groups, the five highest priority areas for more effort were clearly:

- » Strategic Land Use Planning
- » Transport, Traffic and Active Travel
- » Road and Parking Infrastructure
- » Economic Development and Events
- » Environmental Protection and Management.

For many participants, these service areas are highly interconnected.

There was also a relatively high degree of consistency about the services areas where Council should, on balance, maintain effort. These services areas, listed in alphabetical order, included:

- » Arts and Culture
- » Children's Services
- » Customer Services
- » Environmental Compliance
- » Library Services.

The community overall believed that Council is already delivering appropriate services in these areas.

The remaining services were either areas where it was thought Council should manage effort, or areas subject to mixed views across and within workshops and focus groups.



## Appendices

- A Service area rankings
- B Big Ideas by workshop
- C Service areas by workshop and table number

## A Service area rankings

The following table contains rankings given for the different service areas overall and by workshop. Rankings were calculated by the number of nominations for 'more effort'. Where Council service areas had the same number of 'more effort' rankings, nominations for 'manage' were considered.

In the table on the following page, a shared ranking placement is indicated by '='. Orange font indicates area where there is a relatively high variance between the overall workshop ranking.

Service areas	Overall rankings	South	→				North
		Manly	Dee Why	Frenchs Forest	Collaroy		Mona Vale
Transport, Traffic and Active Travel	=1	=3	2	=1	=1		1
Strategic Land Use Planning	=1	1	5	=1	=1		4
Road and Parking Infrastructure	3	2	3	4	=5		3
Economic Development and Events	4	8	=7	3	3		2
Environmental Protection and Management	5	=3	1	5	=5		6
Parks and Recreation	6	6	6	=6	4		5
Property Management	7	5	11	8	=10		=9
Development Assessment	8	9	=15	9	9		7
Sustainability and Resilience	9	=13	4	=12	=7		8
Waste, Cleansing and Resource Recovery	10	7	11	=14	=15		=16
Village and Town Centre Management	11	10	=15	=10	=7		=11
Children's Services	12	=15	14	=6	=13		=9
Community Services	13	11	=7	=10	=10		=11
Environmental Compliance	14	=13	9	=12	=13		13
Library Services	15	=15	10	=14	=15		=16
Arts and Culture	16	12	=15	=14	=10		=14
Customer Services	17	=15	13	=14	=15		=14

## B Big Ideas by workshop

### Manly workshop

#### **Accessibility and parking**

- » Create more parking on street after morning [morning peak periods], consider timing and amount available
- » Need a plan solution to move the boats and trailers parked everywhere

#### **Animal welfare**

- » Promote good practice when new dogs are registered with information sent directly to new owner – training, health, responsibilities

#### **Business and industry**

- » Foster and plan for local business hubs to reduce travel and support local transport infrastructure
- » Council should seek and use services that are locally based

#### **Community facilities, spaces and services**

- » It would be so great to have some more community vegetables gardens (link to climate change mitigation)
- » Forming community groups
- » Amenities in surf club facilities e.g. showers and toilets
- » Please do more for youth and youth social work and problems

#### **Community involvement and engagement**

- » Community group communication process like Manly Council used to
- » Hold town hall meetings where wider community can participate
- » Use volunteers for clean ups in popular areas, e.g. Manly beaches
- » Using sure or tested methods for community consultation, e.g. the online survey for Shape 2028 for all residents and the B-Line Consultation process – are these going to work?
- » Need a plan or solution to replace the monthly community involvement that was part of the previous precinct system.
- » Bring back the precinct system –local community forums to discuss local issues
- » Council should begin a proactive approach to communication with the community

#### **Council operation and management**

- » Amalgamate Council services
- » Change the logo design of Council
- » Council decisions are made in silos, the 'environment here' and 'Building design' there – should be coordinated, with communication and planning across Council departments
- » More active interaction with State and Federal Government



- » Go back to two rubbish collections a year, when everyone gets their collections picked up at the same time
- » Need a plan or strategy for Council transparency and accountability for its strategic goals
- » Council should work with internet suppliers, wholesalers and retailers to get quality, fast and efficient highspeed internet for all residents and business
- » Increase Council office hours to 8.30am – 5.30pm

#### **Culture, arts and education**

- » Proactively work with State Government for improved education facilities
- » Improve library services and maintain professional staffing - don't use volunteers please

#### **Development**

- » Good development of Northern Beaches precincts is essential
- » Sustainable development
- » Have a stronger focus on developing supportive infrastructure, to keep up with population growth
- » Invest in the development of open areas in Fairlight – in particular the Water Tank Park and local pockets of land there
- » Make sure large DAs and major developments include a percentage of funds to be allocated to exterior design and art projects, like in WA
- » Sharing ideas between the State Government, like the Department of Education, and Council. Why not share projects like building a new school, with provision of oval space that the local area requires

#### **Environment**

- » First priority is to get the best out of what we have i.e. roads, parking, traffic, public open spaces, public infrastructure, etc
- » Harness energy for power in waste management services
- » Use a steam machine to remove weeds from roads and paths
- » Recycling opportunities at all parks and [community] facility buildings
- » Solve the litter and graffiti problem which has gotten worse since the amalgamation
- » Invest in/design Dee Why Lagoon so it is like Warriewood Wetlands and becomes a feature
- » Funding should become available to clean up Manly – all the seats and benches around the harbour are a disgrace
- » Please do not spend \$100,000 at Little Manly Beach when it serves no purpose and we asked for toilets
- » Higher maintenance of Manly Queenscliff Lagoon area – implement a weeding and waterway cleansing program

#### **Recreation and leisure – active and passive**

- » We need outdoor fitness facilities like on Bondi Beach – builds community and health
- » Change dog poo bags to be more like Mosman Council
- » More play spaces for kids
- » Develop a network of mountain bike trails to connect all the areas and tracks
- » Expand the mountain bike trails – need 10 PUMP tracks on the beaches
- » Create/Implement better lighting on Narrabeen to Dee Why walk

**Travel and connections**

- » Bus stops at Fairlight street
- » Proactive work with State Government for redevelopment of transport infrastructure, into and extending across the Northern beaches
- » Cycle lanes for commuting, not just for leisure
- » A Northern Beaches commuter cycle network
- » More cycle paths
- » Better designed and maintained bus stops
- » Bikes to be stored back into units after hire.
- » On demand service for car sharing to reduce traffic
- » GoGet and ride share bikes are becoming a 'shopping trolley problem' – need to pressure the companies to change their return/pick up requirements
- » Work with NRMA, car dealers and suppliers to increase the number of electric vehicles on the Northern Beaches, and develop the electric charging infrastructure required – this would support a reduction in emissions set target, like in the ACT.
- » Hospital shuttle bus to/between Mona Vale, Dee Why, Manly and Frenchs Forest., as well as from Dee Why to Chatswood and to Ryde.
- » Work on transport options connecting Northern Beaches to Belrose, Davidson, Ryde, Chatswood, Killarney, North Sydney and City, Manly, Dee Why and Mona Vale

## Dee Why workshop

### Accessibility and parking

- » Adequate parking
- » Solution or plan for the caravans, trailers, etc. parked on our streets

### Community facilities, spaces and services

- » Greater facilities for youth

### Community involvement and engagement

- » Get together or foster a discussion about teenage facilities in Freshwater area
- » Real inclusion, especially for those with mobility issues
- » Council can include majority of people and banish the lethargy that exists in general public

### Culture, arts and education

- » More effort into the online or e-books and tying together all northern libraries
- » Increase facilities and opportunities for lifelong education
- » In Dee Why town centre, the community hub and library on the flat [land]

### Development

- » In new developments such as Frenches Forest and priority precincts, the totality of new infrastructure needs to be identified upfront and costed to ensure funds are collected and delivered
- » Development to be set back from front [street facing] land boundary

### Environment

- » The environment to be given a high priority – protection of natural assets including bushland and creeks
- » Environmental priorities should be key to NBC
- » Leases by NBC to community groups and organisations should have an environmental responsibility – a clause included
- » I would like Council to have an overarching green plan to be a leader in this area
- » Ensure clear guidance/ goals for protection of environment, especially bushland
- » Ensure sufficient budget to supply needs for bushland, etc. and for environmental compliance
- » Dee Why Lagoon and surrounding basin needs more sufficient recourses
- » Gutters to be cleaned before rain to prevent leaves, etc into creek
- » Plastic reduction – cut back on plastic bags, deposits on plastic bottles and more effort into recycling and collecting

### Housing

- » Greater cooperation between Housing NSW and Council

### Recreation and leisure – active and passive

- » Dog access and dog exercise areas
- » Solution or plan for illegal boot camps

**Travel and connections**

- » More cycling paths
- » Need to improve transport
- » Safe crossings
- » Improving public transport and investigate and bring in holistic ways to initiate a reduction of car dependency
- » Right hand turn arrow at Pittwater and Howard Ave

## Collaroy workshop

### Accessibility and parking

- » Could there be a collaborative approach by businesses to the parking problem in McTier and Deritt Streets?
- » 12-hour parking restrictions for cars for sale and trailers and boats
- » Devitt St traffic and parking issues at Devitt's Meats and with deliveries at Bunnings. Could there be no parking before Park St on Devitt St to allow easy flow and no right-hand turn Devitt to Pittwater Rd

### Community facilities, spaces and services

- » Public toilets in parks and beaches is a top priority, followed by solar lighting of public toilets and undivided Unisex toilets (e.g. Wynyard Station – also North Haven in Adelaide).
- » Need to improve the lighting or change the location of Manly car park toilet
- » Reinstate Council sponsorship of 'Get Fit Get Active' exercise program at Warringah Recreation Centre and extend to other venues.
- » Make Collaroy an accessibility centre of excellence around the Sargood on Collaroy
- » The social services areas need to include a specific objective regarding Social Development. This objective should include affordable housing / accommodation as a specific objective and service to be delivered.

### Community involvement and engagement

- » Put informative information about Council regulation in the paper – like fact sheets or files

### Council operation and management

- » Need process to streamline process and management of community engagement events – past experience of registering for a meeting but had to wait in line for 20 minutes at customer service.
- » Have an explanation of why there are regulations (e.g. the reef and dogs not being allowed in this space, their damage to this environment)
- » Don't always have to have a sign about prohibited or restricted behaviour, are there better ways or presenting this information?
- » Ensure customer service has an up to date staff contact list
- » Get out of cemeteries management and give it to North Cemeteries Trust
- » Council should allow residents to use public parks and reserves for the sale of vehicles rather than arterial roads

### Culture, arts and education

- » Use the former Manly Council chambers as a cultural centre to hold music, plays, film festivals, etc.
- » La Luna walk sculptures at Long Reef should be done again or similar style events
- » Council should be spending more money on public artwork and public exercise equipment in order to get the community out and about and active.
- » Plan and construct full range of facilities, like the Kur-ing-gai Community Art Centre at Roseville, or Bribie Island QLD

- » Move the library into Dee Why Town Centre
- » A performance space in Dee Why Town Centre
- » Encourage a university campus at Dee Why / Cromer

#### **Environment**

- » Pollution traps on all stormwater emptied frequently
- » The flooding and washaway of Narrabeen Beach at Mactier St means kerb or drainage is required to feed excess water over wider area
- » Let's get to zero carbon by 2035, some seriously big projects are required
- » Look at ways to better protect Manly Dam Catchment, which is an amazing haven so close to city. How can we make sure we don't lose it? Maybe it can become a Heritage area?
- » Prevent lagoon pollution and make them safer for swimming.
- » More expenditure for bushland rehabilitation especially Long Reef
- » Need to clean up Curl Curl Lagoon, which is very polluted.
- » Business and industry
- » Preserve the industrial zone land for employment
- » Recreation and leisure – active and passive
- » More half-court basketball courts at playgrounds.
- » Inexpensive and accessible sports facilities, like a kicking wall at each soccer field which could also double as graffiti wall
- » Make sure that the Surf Club (Long Reef) as an asset will not be renewed or the process works
- » Purpose built mountain bike trails accessible to families, (i.e. not too high grade or technical)

#### **Housing**

- » Don't forget the importance of affordable housing on Northern Beaches

#### **Travel and connections**

- » Community loop buses to shops
- » Introduction of the B-Line service will mean the loss of outer line bus routes and the fact that they will only stop at Xpress bus stops. That's a problem because there are so many interim bus stops. Major concern for Table 1.
- » Community bus – better service, more frequent to meet the B-Line bus to reduce demand for parking
- » Mactier St vehicle speed needs to be limited to 40kph with speed humps or chicanes to slow traffic heading to the beach and parking on one side only
- » Facilitate ride sharing opportunities including sites for picking up persons travelling to the City (e.g. SF (USA) walk to stop commuter stops picks up person (they pay \$1) and increase number of people in the car)
- » Need greater advocacy for regional transport, planning and advocacy – inner Northern Beaches circle
- » Extend the Hop-Skip-Jump service to other areas in the Northern Beaches



- » Can Council develop a car-pooling app?
- » Improved cycle paths to town centres and BLine bus and maintain frequent L90 services
- » Extend the clearway through Spit Junction and Mosman from 6am to 8pm
- » Need a plan and solution to the traffic around Pittwater Rd and Devitt St

**Waste collection and management**

- » Kerbside food bins like UK
- » Soft plastic recycling by Council
- » Stop plastics/rubbish to get into our beautiful waterways by providing more public garbage bins at bus stops in park, etc, beaches
- » Container deposit scheme – incentives better than just kerbside collections
- » Green waste – look at how to recycle vegetation / household food waster
- » System in place in some Adelaide councils to use biodegradable bags that go in green waste

## Frenchs Forest workshop

### **Accessibility and parking**

- » Need a plan or solution for congestion – both roads and parking – need parking

### **Business and industry**

- » Tourism Development Masterplan needed
- » Northern Beaches promoted more effectively within Australia and even overseas
- » Memorial area – pathway, cycleway.
- » Tourism Connection
- » Mountain biking in addition to Manly Dam
- » Accommodation options on the Northern Beaches – to create tourism. To get people to stay for longer will create jobs and skills

### **Community facilities, spaces and services**

- » Encourage, develop, free locations for meditation, spiritual health, wellbeing.
- » Facilitate wellbeing and enablement programs to enhance social inclusion

### **Community involvement and engagement**

- » Demonstrate a commitment to area and provide information of what is planned.
- » Ongoing regular engagement to fine tune and make sure vision enacted.
- » Consider the ageing population.
- » Need outlets for volunteering and volunteers

### **Council operation and management**

- » Recognise excellent effort by your staff
- » Council can look at smartphone apps and IT Systems developed by other councils and adopt some as quick wins
- » Reconsider the cost of waste disposal at Kimbriki and the number of trips per day.

### **Culture, arts and education**

- » Preserve Aboriginal artworks – identify plaque.
- » Venues for live music is lacking
- » More multicultural events
- » Local University with campuses spread through the council area

### **Development**

- » Make sure we keep the right balance between “developed” and “free” open space
- » DA and web searching is not logical and improvement is needed
- » Das far too much required to read and understand and no visible aids or effects
- » Need Sustainable growth with associated public transport and schools

### **Environment**

- » Need to maintain a harmony between nature, traffic and public transport – still have access to national parks, local parks, trees, sports fields.
- » Need a plan or solution for rubbish in and around streets and urban areas
- » Proactive Tree replacement program – every 1 lost need to be 1 replaced
- » Remove all liquid amber tree and replace with suitable trees
- » The Northern Beaches is not just Manly and Palm Beach, it is also the wetlands and water sources

### **Recreation and leisure – active and passive**

- » More ovals more care
- » Nice coffee outdoor spaces – green spaces in the Forest
- » Mum/Bub friendly places to meet like Glenrose – more options
- » More green space for kids
- » Narrabeen Lake – improve the quality of path
- » Bike tracks everywhere!

### **Travel and connections**

- » Light rail or 'B' line along Warringah Road
- » Bus stops all to be laid back from roads
- » More park and ride and more buses pickup up off the road
- » More cycle paths for commuters – leisure
- » Dedicated bike paths
- » On road bike paths for commuters
- » Why the dismount sign on cycle paths
- » Bus Routes – transport needs improve
- » Shuttle buses to the beaches / shopping areas from Forestville
- » Make it expensive to drive cars at certain times/ days to reduce congestion BUT put on more regular public transport if you are going to restrict use of private cars.
- » Improve the east – west connection across the LGA
- » Youth connection to North Sydney – transport
- » Rail link Dee Why to Chatswood

## Mona Vale workshop

### Accessibility and parking

- » Mona Vale Beach needs a path from toilet block at north end to surf club/Bronze Café at South end. I take my friend in wheelchair and have to go in carpark with cars and reversing cars and try to get wheelchair over speedbumps. Mums with prams have same problem
- » Would like to see boat and caravan parking outlawed on streets.
- » Need to get control over trailer parking
- » Scrap the parking stickers for the whole of Northern Beaches Council and take it back to the previous council levee to use technology to match rego plates with stickers
- » Don't issue Northern Beaches Council stickers to everyone and link parking to registrations and proof of residence. Use parking monitoring technology across all of the Northern Beaches.
- » No out of area sale of parking tickets unless the prices are equal. [Only make the following options available], a full day, twice a week and for a year.
- » Don't sell parking stickers to people from outside the Northern Beaches LGA

### Animal welfare

- » We need a council-run animal management department which incorporates responsible pet ownership, owner education, public concerns and feral animals.
- » Need a council-run pound and shelter for public education, rangers and allied community groups (dog trainers, vets, shelters, schools, etc). Need to tackle feral animals, biodiversity and environmental concerns.

### Business and industry

- » Tourist focussed signage and facilities.
- » Local jobs containment policy for smart growth
- » We need affordable office space for local business in Manly, not just shopfront.
- » When large shopping centres are developed there must be support for small local business and village centres [to be competitive]. Local villages like Balgowlah and Brookvale have been forgotten with Balgowlah Stockland and Warringah Mall.
- » If the Greater Sydney Plan is demanding rise in population growth in the Northern Beaches LGA – Council needs to dedicate departments and staff to facilitate an increase in local jobs
- » We have a unique environment and tourism is a big contributor can should be used to negotiate with the State Government regarding investment in the area (e.g. Manly day tourism)

### Community facilities, spaces and services

- » Need more community facilities and meeting rooms in Mona Vale
- » Need a community centre in Warriewood
- » Upgrade public toilets [to make them more] attractive
- » Support integrated planning of community facilities with other community spaces (e.g. new library or pool with open spaces, and access to shopping centres, or schools and multi-purpose centres that can be rented, always building new places).
- » More off leash parks and accessible hours but also include smaller runs (like at St Ives showground) for smaller groups of dogs who need socialisation or education/training.
- » Plan for creative and active spaces for teenagers
- » Place bubblers in [popular public] areas, and at Avalon Community Centre

- » Better connections between seniors and people with disability with support services and the community. Need information systems to help people understand local services available and connect with them.
- » Need more community gardens
- » With the ageing population, give more thought to supporting people to remain in their homes (making extra services available) and encourage reasonably priced retirement homes.
- » Open up school grounds and buildings, before and after school – not just the open space, but technology rooms and halls
- » Council needs to be forward thinking when planning events for the community to minimise negative experiences (e.g. additional boat moorings during the vent or additional waste collection)

#### **Community involvement and engagement**

- » Use more diverse ways to promote consultation activities. (e.g. a mailout and the Manly Daily and community newsletters) to reach diverse members of our community.
- » Conduct community engagement, collect information and reporting by Ward through community groups, not through a central Council system.
- » When conducting surveys, don't just focus attention on urgencies, also allow people to identify issues or aspects of importance.
- » Improve the frequency and reliability of buses, by incorporating smaller buses more frequently which people will want to take instead of driving. Buses also need to run every 15 minutes along key routes and between town centres.
- » Extend the Hop-Skip-Jump bus to Church Point and extend hours so that they permit workers to commute.

#### **Council operation and management**

- » Council's website is very hard to navigate and use, can it be easier?
- » Palm Beach is swamped by tourists and visitors at peak times. The community needs help from Council to manage the influx – perhaps through changes to parking, signage (way finding), garbage and footpaths
- » Develop place management plans – a great idea
- » Develop an integrated planning strategy for open space e.g. include synthetic fields and open up access to school play spaces
- » Orderly [structured and regulated] planning
- » Work to reduce delivery costs by examining which services/recurrent costs can be reduced or eliminated
- » Develop a street tree policy
- » Organise/advertise the pickup of bulky goods in a way that an enterprising individual can come and collect unwanted household goods.
- » Need strong Council advocacy for rail infrastructure, not roads.
- » Council need to examine their existing culture and be driven by an integrated and strategic approach. Customer service and satisfaction, efficiency of service delivery and effective communications should be central to Council operations and delivery.
- » Transparency around Council staff governance training.

#### **Culture, arts and education**

- » Need to have more galleries - we only have two galleries for this growing population. We are nothing without culture. Beaches are not enough!

- » We need a permanent gallery and museum showing work of local artists and crafts people and history of the area in the Avalon/Mona Vale area
- » All Northern Beaches signs should include an Aboriginal equivalent
- » Remove the library fee for reserving children's books – make it free again.
- » Need a qualified/professional librarian in Avalon

### **Development**

- » Well designed and innovative built environments and public domains which are sustainable
- » Allocated hubs [contained and concentrated locations] of transport and high rise development. Keep the suburbs as [low density] detached housing with backyards [and located] around community hubs and sporting fields
- » Facilitate a greater balance between development and open space, holding the developers accountable.
- » Better design streetscapes, footpaths and trees
- » DAs should include recycling or reuse spaces.
- » Details of DAs of any sort should be in the newspaper, not just on internet.
- » Must retain any old growth trees. We cannot be a community of concrete and high rises. Innovative design can make this work - accommodating old growth trees and green space.
- » Need strategic plans for developments which represent a strong 'balance sheet' (natural versus development) and community preferences for the preservation of the natural environment as we know it and retaining character of areas (e.g. Pittwater)
- » Exempt and complying development and the associated planning requirements must be determined by the local community's aspirations with best practice guidance from experts. State laws don't reflect adequate knowledge and understanding of local issues.
- » Need more consideration of local character and needs in DA and new development (e.g. shop types at the ground floor of the Far West Children Services development)
- » Maintain the beachside community feel and retain trees and parks, don't remove them at the cost high rise developments.
- » Stronger community and Council voices regarding DAs, not directed by State government who don't understand local issues and preferences.
- » High rise development needs corresponding investment in public transport and roads, and shouldn't result in the Northern Beaches feeling like a city.

### **Environment**

- » Follow through with statements made in documents regarding Environmental Protection to be passed on to those who sell or buy properties so they are fully aware of their responsibilities.
- » A plan or solution for the removal of rubbish from roads, e.g. 'The Bends' Mona Vale Road.
- » We need to follow the vision in sustainability that was put forward by Pittwater Council.
- » The environment has to be the overall focus and Council needs to be responsible, caring and listen to community.
- » Foster species biodiversity on golf courses.
- » Design and integrate storm water retention into our streetscapes.
- » Conduct an audit of all drainage systems in the Pittwater Ward, to reduce flooding.
- » Increased education regarding waste recycling in local shops.
- » Ensure native vegetation protection and enforce compliance.
- » More street scaping with tree plantings
- » Meet the zero-carbon target by 2050



- » Integrate the 50 per cent reduction in carbon emission by 2030 in Council's delivery plan, along with mechanisms for measuring progress and assessment.
- » Develop a coastal erosion policy for all the Northern Beaches coastline (e.g. Collaroy)

### **Housing**

- » Council need to vocalise [make public] their interpretation of what affordable housing is.
- » Need to focus on provided retirement housing/housing for ageing population – especially in northern parts of LGA.
- » New developments and subdivisions (e.g. Ingleside) should have aged housing as part of the town plan to keep ageing population close to services.
- » Need affordable housing mixed in with other developments so that young families who have grown up in the area can afford to stay in the area with their ageing parents and we keep diversity in our community.

### **Recreation and leisure – active and passive**

- » Playgrounds should not be closed for good, if needing repair, etc. They should be fixed and returned to use, not closed to use
- » Activate the Villages – make them places for people
- » Retaining small local pools and maintain and install play equipment and landscaping around them
- » Construct a swimming pool in northern part of LGA
- » Upgrade the built structures in/around sporting grounds and fields
- » Let dogs onto beaches
- » More boats racks for smaller boats
- » Let dog share sportsgrounds, around the timing of clubs training and having activities (e.g. St Ives Showground)

### **Travel and connections**

- » Work with Transport NSW to ensure moving to and from Palm Beach will be convenient, particularly in peak hours
- » Need footpaths between Frenchs Forest and Belrose
- » Need footpaths at Palm Beach
- » Consider a Pittwater Ferry to access Palm Beach and Mona Vale
- » Build a roundabout at the junction of Park Street and Pittwater Road
- » Prompt better public transport in non-main road corridors i.e. Mona Vale to Hornsby as a direct route
- » Need a safer pedestrian crossing and larger waiting space at the lights at Barrenjoey Road and Beaconsfield St. It contains kids with bicycles and walking to Newport Public School and mums with prams, and the cars speeding up hill to get green light very dangerous, a child could easily be knocked and go under a car.
- » The Palm Beach ferry must coordinate with other transport connections e.g. the new 199 bus route must coordinate with the Palm Beach ferry – which the new timetable doesn't permit
- » Shaded pathways for bikes and pedestrians
- » Need active and public transport options in Frenchs Forest - no public transport at present in and no bike paths, and no option to walk to work.
- » Install a round-a-bout at the intersection of Old Barrenjoey Rd and Avalon Parade in Avalon.

- » Create public transport links to the main lines (i.e. B-Line) from Church Point and Taylors Point (i.e. Pittwater foreshore) and push to get better services to other areas with and beyond the LGA.
- » Used increased property values and rates to plan for and develop T2, 12-hour clearways on Barrenjoey Rd and Pittwater Rd, so that car sharing and pooling is made easier.
- » Proper integration of transport issues, consider cars with public transport and dedicated cycle paths.
- » Use community input to make the peninsula more pedestrian friendly, [and be transparent on] steps to [make this a] reality.
- » Need to advocate that the Northern Beaches tunnel is for rail not road.
- » A hop-skip-jump bus connecting Avalon, Bilgola, Newport, White Beach and Palm Beach. It would help the parking situation in each of the suburbs and maximise connectivity, particularly for older people. Tourism would be encouraged and the ferry made much more of an attraction.
- » [Extend the connectivity] for tourists and residents from the Manly Hub/CBD [into wider Manly]– especially by walking and bike infrastructure.
- » More transport planning for the aging population. Northern area of LGA is very restrictive for aged populations as there is reduced public transport and access to any services is difficult.
- » Build cycle paths which incorporate safety, and make them more appealing to more people. People want to ride to work and community activities to reduce congestion, live a healthy lifestyle.

## C Service areas by workshop and table number

## Manly workshop – service area nominations by table

Level of priority	Table 1	Table 2	Table 3	Table 4
<b>More effort</b>	4. Parks and Recreation 5. Strategic Land Use Planning 13. Economic Development and Events 15. Transport, Traffic and Active Travel	1. Environmental Protection and Management 5. Strategic Land Use Planning 6. Development Assessment 15. Transport, Traffic and Active Travel	1./5. Environmental Protection and Management/Strategic Land Use Planning* 3. Waste, Cleansing and Resource Recovery 4. Parks and Recreation 8./14. Property Management/Road and Parking Infrastructure*	3. Waste, Cleansing and Resource Recovery 8. Property Management 14. Road and Parking Infrastructure 16. Village and Town Centre Management
<b>Manage</b>	6. Development Assessment 9. Community Services 14. Road and Parking Infrastructure 16. Village and Town Centre Management	3. Waste, Cleansing and Resource Recovery 8. Property Management 14. Road and Parking Infrastructure 16. Village and Town Centre Management	2. Sustainability and Resilience 6. Development Assessment 7. Environmental Compliance 13. Economic Development and Events 15. Transport, Traffic and Active Travel**	1. Environmental Protection and Management 4. Parks and Recreation 5. Strategic Land Use Planning 15. Transport, Traffic and Active Travel
<b>Maintain</b>	1. Environmental Protection and Management 2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 7. Environmental Compliance 8. Property Management 10. Library Services 11. Arts and Culture 12. Children's Services 17. Customer Services	2. Sustainability and Resilience 4. Parks and Recreation 7. Environmental Compliance 9. Community Services 11. Arts and Culture 12. Children's Services 13. Economic Development and Events 17. Customer Services	9. Community Services 10. Library Services 11. Arts and Culture 12. Children's Services 16. Village and Town Centre Management 17. Customer Services	2. Sustainability and Resilience 6. Development Assessment 7. Environmental Compliance 9. Community Services 10. Library Services 11. Arts and Culture 12. Children's Services 13. Economic Development and Events 17. Customer Services

\* strong comments that these services 'should be considered as part of the same service, not separated out'  
 \*\* strongly believed that 5 services should be placed in this delivery assessment

Level of priority	Table 5	Table 6	Table 7	Table 8
<b>More effort</b>	3. Waste, Cleansing and Resource Recovery 5. Strategic Land Use Planning 8. Property Management 14. Road and Parking Infrastructure	1. Environmental Protection and Management 4. Parks and Recreation 5. Strategic Land Use Planning 15. Transport, Traffic and Active Travel	1. Environmental Protection and Management 8. Property Management 13. Economic Development and Events 14. Road and Parking Infrastructure 15. Transport, Traffic and Active Travel	5. Strategic Land Use Planning 6. Development Assessment 13. Economic Development and Events 14. Road and Parking Infrastructure
<b>Manage</b>	1. Environmental Protection and Management 4. Parks and Recreation 13. Economic Development and Events 15. Transport, Traffic and Active Travel	9. Community Services 11. Arts and Culture 14. Road and Parking Infrastructure 16. Village and Town Centre Management	4. Parks and Recreation 5. Strategic Land Use Planning 9. Community Services 13. Economic Development and Events	1. Environmental Protection and Management 8. Property Management 11. Library Services 16. Village and Town Centre Management
<b>Maintain</b>	2. Sustainability and Resilience 6. Development Assessment 7. Environmental Compliance 9. Community Services 10. Library Services 11. Arts and Culture 12. Children's Services 16. Village and Town Centre Management 17. Customer Services	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 6. Development Assessment 7. Environmental Compliance 8. Property Management 10. Library Services 12. Children's Services 13. Economic Development and Events 17. Customer Services	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 6. Development Assessment 7. Environmental Compliance 10. Library Services 11. Arts and Culture 12. Children's Services 16. Village and Town Centre Management 17. Customer Services	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 4. Parks and Recreation 7. Environmental Compliance 9. Community Services 10. Library Services 12. Children's Services 15. Transport, Traffic and Active Travel 17. Customer Services

## Dee Why workshop – service area nominations by table

Level of priority	Table 1	Table 2	Table 3	Table 4
<b>More effort</b>	4. Parks and Recreation 13. Economic Development and Events 14. Road and Parking Infrastructure 15. Transport, Traffic and Active Travel	1. Environmental Protection and Management 5. Strategic Land Use Planning 7. Environmental Compliance 9. Community Services	1. Environmental Protection and Management 2. Sustainability and Resilience 10. Library Services 15. Transport, Traffic and Active Travel	1. Environmental Protection and Management 2. Sustainability and Resilience 5. Strategic Land Use Planning 14. Road and Parking Infrastructure
<b>Manage</b>	1./2. Environmental Protection and Management/ Sustainability and Resilience * 5. Strategic Land Use Planning 8. Property Management 17. Customer Services	2. Sustainability and Resilience 4. Parks and Recreation 8. Property Management 12. Children's Services 17. Customer Services**	3. Waste, Cleansing and Resource Recovery 4. Parks and Recreation 8. Property Management 13. Economic Development and Events	3. Waste, Cleansing and Resource Recovery 4. Parks and Recreation 9. Community Services 15. Transport, Traffic and Active Travel
<b>Maintain</b>	3. Waste, Cleansing and Resource Recovery 6. Development Assessment 7. Environmental Compliance 9. Community Services 10. Library Services 11. Arts and Culture 12. Children's Services 13. Village and Town Centre Management	3. Waste, Cleansing and Resource Recovery 6. Development Assessment 10. Library Services 11. Arts and Culture 13. Economic Development and Events 14. Road and Parking Infrastructure*** 15. Transport, Traffic and Active Travel*** 16. Village and Town Centre Management	5. Strategic Land Use Planning 6. Development Assessment 7. Environmental Compliance 9. Community Services 11. Arts and Culture 12. Children's Services 14. Road and Parking Infrastructure 16. Village and Town Centre Management 17. Customer Services	6. Development Assessment 7. Environmental Compliance 8. Property Management 10. Library Services 11. Arts and Culture 12. Children's Services 13. Economic Development and Events 16. Village and Town Centre Management 17. Customer Services

\* comment 'seen as belonging together, couldn't separate'

\*\* placed along border of manage and maintain

\*\*\* unable to reach consensus/ran out of time



## Collaroy workshop – service area nominations by table

Level of priority	Table 1	Table 2	Table 3	Table 4	Table 5
<b>More effort</b>	3. Strategic Land Use Planning 4. Development Assessment 14. Road and Parking Infrastructure 15. Transport, Traffic and Active Travel	1. Environmental Protection and Management 4. Parks and Recreation 15. Transport, Traffic and Active Travel 16. Village and Town Centre Management	1. Environmental Protection and Management 4. Parks and Recreation 5. Strategic Land Use Planning 13. Economic Development and Events	5. Strategic Land Use Planning 13. Economic Development and Events 14. Road and Parking Infrastructure 15. Transport, Traffic and Active Travel	2. Sustainability and Resilience 5. Strategic Land Use Planning 13. Economic Development and Events 15. Transport, Traffic and Active Travel
<b>Manage</b>	1. Environmental Protection and Management 4. Parks and Recreation 12. Children's Services 13. Economic Development and Events	2. Sustainability and Resilience 5. Strategic Land Use Planning 8. Property Management 13. Economic Development and Events	2. Sustainability and Resilience 9. Community Services 15. Transport, Traffic and Active Travel 16. Village and Town Centre Management	8. Property Management 9. Community Services 11. Arts and Culture 16. Village and Town Centre Management	4. Parks and Recreation 7. Environmental Compliance 10. Library Services 14. Road and Parking Infrastructure
<b>Maintain</b>	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 7. Environmental Compliance 8. Property Management 9. Community Services 10. Library Services 11. Arts and Culture 16. Village and Town Centre Management 17. Customer Services	3. Waste, Cleansing and Resource Recovery 6. Development Assessment 7. Environmental Compliance 9. Community Services 10. Library Services 11. Arts and Culture 12. Children's Services 14. Road and Parking Infrastructure 17. Customer Services	3. Waste, Cleansing and Resource Recovery 6. Development Assessment 7. Environmental Compliance 8. Property Management 10. Library Services 11. Arts and Culture 12. Children's Services 14. Road and Parking Infrastructure 17. Customer Services	1. Environmental Protection and Management 2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 4. Parks and Recreation 6. Development Assessment 7. Environmental Compliance 10. Library Services 12. Children's services 16. Village and Town Centre Management 17. Customer Services	1. Environmental Protection and Management 3. Waste, Cleansing and Resource Recovery 6. Development Assessment 8. Property Management 9. Community Services 10. Library Services 12. Children's services 16. Village and Town Centre Management 17. Customer Services

## Frenchs Forest workshop – service area nominations by table

Level of priority	Table 1	Table 2	Table 3	Table 4	Table 5
<b>More effort</b>	5. Strategic Land Use Planning 8. Property Management 15. Economic Development and Events 13. Transport, Traffic and Active Travel	5. Strategic Land Use Planning 13. Economic Development and Events 14. Road and Parking Infrastructure 15. Transport, Traffic and Active Travel	1. Environmental Protection and Management 4. Parks and Recreation 5. Strategic Land Use Planning 15. Transport, Traffic and Active Travel	5. Strategic Land Use Planning 13. Economic Development and Events 14. Road and Parking Infrastructure 15. Transport, Traffic and Active Travel	5. Strategic Land Use Planning 12. Children's Services 13. Economic Development and Events 15. Transport, Traffic and Active Travel
<b>Manage</b>	2. Sustainability and Resilience 4. Parks and Recreation 6. Development Assessment 16. Village and Town Centre Management	1. Environmental Protection and Management 6. Development Assessment 9. Community Services 12. Children's Services	6. Development Assessment 9. Community Services 13. Economic Development and Events 14. Road and Parking Infrastructure	1. Environmental Protection and Management 7. Environmental Compliance 8. Property Management 12. Children's Services	1. Environmental Protection and Management 4. Parks and Recreation 14. Road and Parking Infrastructure 16. Village and Town Centre Management
<b>Maintain</b>	1. Environmental Protection and Management 3. Waste, Cleansing and Resource Recovery 7. Environmental Compliance 9. Community Services 10. Library Services 11. Arts and Culture 12. Children's Services 14. Road and Parking Infrastructure 17. Customer Services	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 4. Parks and Recreation 7. Environmental Compliance 8. Property Management 10. Library Services 11. Arts and Culture 16. Village and Town Centre Management 17. Customer Services	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 7. Environmental Compliance 8. Property Management 10. Library Services 11. Arts and Culture 12. Children's Services 16. Village and Town Centre Management 17. Customer Services	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 4. Parks and Recreation 6. Development Assessment 9. Community Services 10. Library Services 11. Arts and Culture 16. Village and Town Centre Management 17. Customer Services	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 6. Development Assessment 7. Environmental Compliance 8. Property Management 9. Community Services 10. Library Services 11. Arts and Culture 17. Customer Services

## Mona Vale workshop – service area nominations by table

Level of priority	Table 1	Table 2	Table 3	Table 4
<b>More effort</b>	4. Parks and Recreation 6. Development Assessment 13. Economic Development and Events 14. Road and Parking Infrastructure	8. Property Management 13. Economic Development and Events 14. Road and Parking Infrastructure 15. Transport, Traffic and Active Travel	2. Sustainability and Resilience 5. Strategic Land Use Planning 14. Road and Parking Infrastructure 15. Transport, Traffic and Active Travel	4. Parks and Recreation 5. Strategic Land Use Planning 12. Children's Services 15. Transport, Traffic and Active Travel
<b>Manage</b>	1. Environmental Protection and Management 5. Strategic Land Use Planning 15. Transport, Traffic and Active Travel 16. Village and Town Centre Management	5. Strategic Land Use Planning 6. Development Assessment 7. Environmental Compliance 16. Village and Town Centre Management	1. Environmental Protection and Management 4. Parks and Recreation 6. Development Assessment 9. Community Services 13. Economic Development and Events*	1. Environmental Protection and Management 6. Development Assessment 7. Environmental Compliance 13. Economic Development and Events
<b>Maintain</b>	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 7. Environmental Compliance 8. Property Management 9. Community Services 10. Library Services 11. Arts and Culture 12. Children's Services 17. Customer Services	1. Environmental Protection and Management 2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 4. Parks and Recreation 9. Community Services 10. Library Services 11. Arts and Culture 12. Children's Services 17. Customer Services	3. Waste, Cleansing and Resource Recovery 7. Environmental Compliance 8. Property Management 10. Library Services 11. Arts and Culture 12. Children's Services 16. Village and Town Centre Management 17. Customer Services	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 8. Property Management 9. Community Services 10. Library Services 11. Arts and Culture 14. Road and Parking Infrastructure 16. Village and Town Centre Management 17. Customer Services

\* Believed that 5 services should be placed in this delivery assessment

Level of priority	Table 5	Table 6	Table 7	Table 8
<b>More effort</b>	1. Environmental Protection and Management 4. Parks and Recreation 5. Strategic Land Use Planning 15. Transport, Traffic and Active Travel	4. Parks and Recreation 6. Development Assessment 13. Economic Development and Events 14. Road and Parking Infrastructure	1. Environmental Protection and Management 13. Economic Development and Events 14. Road and Parking Infrastructure 15. Transport, Traffic and Active Travel	1. Environmental Protection and Management 5. Strategic Land Use Planning 13. Economic Development and Events 15. Transport, Traffic and Active Travel
<b>Manage</b>	2. Sustainability and Resilience 6. Development Assessment 9. Community Services 13. Economic Development and Events	1. Environmental Protection and Management 5. Strategic Land Use Planning 12. Children's Services 15. Transport, Traffic and Active Travel	4. Parks and Recreation 5. Strategic Land Use Planning 8. Property Management 9. Community Services 17. Customer Services	2. Sustainability and Resilience 6. Development Assessment 11. Arts and Culture 16. Village and Town Centre Management
<b>Maintain</b>	3. Waste, Cleansing and Resource Recovery 7. Environmental Compliance 8. Property Management 10. Library Services 11. Arts and Culture 12. Children's Services 14. Road and Parking Infrastructure 16. Village and Town Centre Management 17. Customer Services	17. Sustainability and Resilience 18. Waste, Cleansing and Resource Recovery 7. Environmental Compliance 8. Property Management 9. Community Services 10. Library Services 11. Arts and Culture 16. Village and Town Centre Management 17. Customer Services	2. Sustainability and Resilience 3. Waste, Cleansing and Resource Recovery 6. Development Assessment 7. Environmental Compliance 10. Library Services 11. Arts and Culture 12. Children's Services 16. Village and Town Centre Management	5. Waste, Cleansing and Resource Recovery 6. Parks and Recreation 7. Environmental Compliance 8. Property Management 9. Community Services 10. Library Services 12. Children's Services 14. Road and Parking Infrastructure 17. Customer Services

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## On-line Survey Analysis

DELIVERY PROGRAM 2018 - 2021

30 January 2018

2018/015010



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Attachment 1: Survey questionnaire  
Attachment 2: Service area prioritisation (ranked)

## EXECUTIVE SUMMARY

This report provides a summary and analysis of Council's on-line survey which sought community input into the development of Northern Beaches Council's first Delivery Program.

A total of 1,218 people completed the survey, providing a wealth of both quantitative and qualitative information (3,512 comments) on their priorities and expectations towards Council's delivery of services over the 2018 – 2021 term.

The survey forms part of a broader engagement program for the first stage of the development of the Delivery Program which took place from 6 October to 12 November 2017 and included five large scaled and independently facilitated community meetings.

The high participation rate provides a solid basis for Council to draft a program that effectively can deliver on the community's vision: *'Northern Beaches – a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment'* (draft CSP, June 2017).

The survey found that:

1. **The community deeply values the natural environment and open spaces (including recreational spaces)** of the Northern Beaches and regard environmental protection and sustainable access to recreational opportunities as fundamental to the wellbeing of present and future generations. Many community members called on Council to take a leadership role in terms of environmental sustainability.
2. **Population increase is regarded as a key driver of change;** however there were differing views on how population growth should be managed, particularly in terms of housing, infrastructure and transport planning.
3. **There is a deep level of frustration with traffic congestion,** lack of transport and active travel options and insufficient infrastructure provision, especially around the new strategic centre in Frenchs Forest and the new land release areas in Warriewood and Ingleside.
4. **Vibrant and connected community centres and villages** were seen as being of central importance to community wellbeing, especially for young people who need more places where they can 'hang out'.
5. **Community members regard waste services and cleansing** to be core business to Council and of central importance in terms of protecting the environment while enhancing local amenity. A high level of satisfaction with Kimbriki was evident in the responses, however many lamented what they saw as high fees leading to illegal dumping. Many residents also called for increasing regular kerb side bulky goods collection service as well as more effort to encourage recycling and reduction of plastics.
6. **There were a number of 'hot topics' and contentious issues** that relate to Council policy and management (as opposed to overall strategic planning) that some community members were very passionate about. These included dogs on beaches; mountain biking; golf courses; parking management (especially in regards to boats and trailers); and reducing plastics (namely plastic bags).

## Purpose

The purpose of the survey was to provide an efficient and easily accessible way for community members to provide input into the development of Council's Delivery Program 2018-2021.

The draft Delivery Program and a report on the outcomes from the community engagement (including this analysis) are scheduled to be presented to Council in April 2018 seeking their endorsement for public exhibition.

Council must adopt the Delivery Program by 30 June 2018.

## Background

Under the *NSW Local Government Act 1993*, Council must develop a Community Strategic Plan (CSP) which identifies the community's vision and long term priorities for the area. With an outlook of at least 10 years, the CSP is the highest level planning document within the Integrated Planning and Reporting Framework (IP&R) and forms the foundation for all subsequent Council plans, including the four-year Delivery Program and the annual Operational Plans.<sup>1</sup> The CSP and Delivery Program must be underpinned by substantial community engagement.

The engagement for the Delivery Program started on 6 October with the publication of the on-line survey which closed on 12 November 2017. It focussed on Council's delivery of services rather than general aspirations for the area.

An Information Pack helped guide the discussions with the community about where they would like Council to focus their efforts in terms of service delivery over the next three years. The Pack provided an overview of 17 of Council's outward facing services and mapped these across to the draft CSP.

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<sup>1</sup> The term of the Delivery Program follows the four year local government election cycle. For the first term of the new Northern Beaches Council, the term is three years (2018 – 2021).

## Survey objectives and design

The objectives of the survey were:

- To identify community priorities for Council's service delivery over the next three years on the basis of both quantitative data and qualitative information
- To provide an easy and accessible way for all community members (and especially people who were unable to attend community workshops) to have input into the development of the Delivery Program 2018 – 2021.
- To ensure consistency between survey data and overall engagement approach

To meet these objectives, the survey was designed to be short and succinct, providing a clear reference to the community's vision, and allowing for flexibility in terms of contribution of qualitative comments. A hyperlink to the Information Pack was provided in the introduction to the survey. The questionnaire is provided in **Attachment 1**.

The main survey question was consistent with the overall engagement for the Delivery Program in asking: *"Which four of the following Council services would you like us to focus on over the next three years?"* When selecting their four priorities (i.e. providing quantitative data), participants were then asked to comment on their reasoning for the priority (i.e. providing qualitative data).

The reason for the forced choice design was to get a real sense of priority; all of the areas are important to Council operations and it is therefore necessary to get a sense of relative priority of which areas are perceived to require more effort (e.g. in terms of additional resources and/or a change in direction). This was consistent with the approach in the community workshops which also included a forced choice element in asking participants to identify their top four priority areas for where Council should be putting in more effort over the next three years.

## Survey Summary

This section provides a summary of the overall survey findings. Further detailed analysis of the commentary for each of the 17 service areas is provided in the following section.

### PARTICIPATION

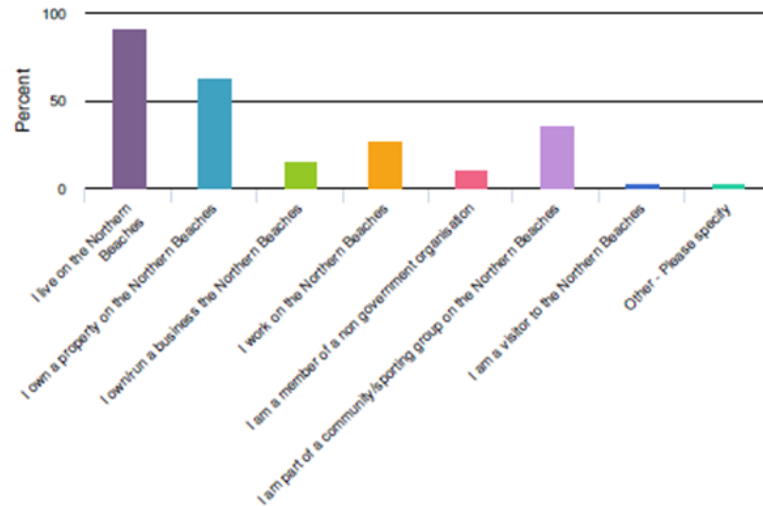
The survey was widely promoted through a broad mix of media including Manly Daily, on-line and social media, direct emails and face-to-face through community meetings and events as well as through Council service counters and libraries.

The survey achieved high participation and completion rates, with 1,218 people completing the survey, equating to a completion rate of 94.7% (1,154 people commenced the survey). There were 1,600 visits to the project's Your Say webpage and 1,003 documents were downloaded via this site. Key documents available for download included the Information Pack for the Delivery Program, the draft CSP and previously released CSP background documents - the Discussion Paper and Issues Paper.

As shown in **Figure 1** below, nearly all survey respondents (91.7%) live on the Northern Beaches, and the majority of people (63.1%) own a property here. More than 40% of participants either work on the Northern Beaches or own a business in the area and nearly the same proportion (35.7%) are part of a community or sporting group.

**Figure 1: Connection to the Northern Beaches (n=1,218)**

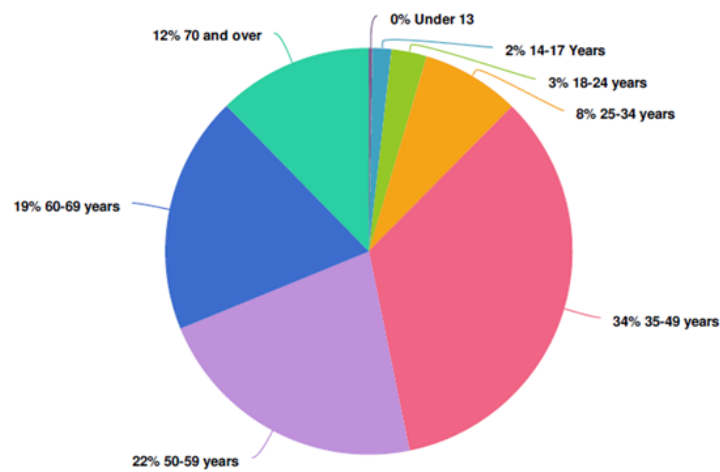
1. What is your connection to the Northern Beaches? (Please tick all that apply)



The survey achieved a good mix of representation across all demographic age groups. As shown in **Figure 2** below, nearly half (47%) of survey respondents were aged below 50 years and the largest demographic group were the 35 – 49 year olds (34%).

**Figure 2: Survey participants – age demographics (n=1,200)**

2. Age



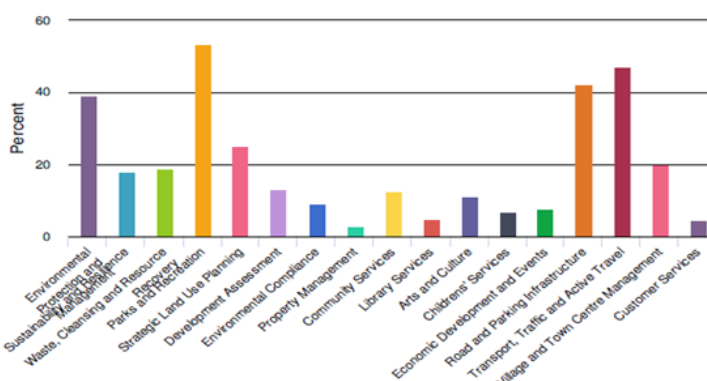
## SERVICE AREA PRIORITIES

Participants were asked to select four (only) of the 17 outward facing Council services that they would like Council to focus on – and were then prompted to provide qualitative comment on the reasons for the prioritisation of those four service areas.

All 17 service areas are shown in **Figure 3** below in terms of the proportion of survey respondents that nominated these areas as priority areas. They are shown in the order by which they appeared in the survey. (Attachment 2 provides the same information in order of relative priority).

**Figure 3: Service areas – prioritised (n=1,218)**

3. Which four of the following Council services would you like us to focus on over the next three years?



A ranking of the service areas that were selected most frequently (more than 10%) is shown in descending order below. The areas that less than 10% of respondents chose as one of their four priorities are Environmental Compliance, Economic Development and Events, Children's Services and Property Management. The qualitative comments suggest that these areas were generally seen as being of operational nature and hence less controversial and/or requiring less change in direction of service delivery than other services.

Key words and themes emerging from the qualitative comments are provided as an indication of general sentiment of discussions in each area and are described in more detail in the following section on the analysis of qualitative comments:

1. **Parks and Recreation** - selected by 53.3% of respondents as one of four priorities. Key words: more dog friendly areas; better/more playgrounds and sporting fields, especially for youth; provision of mountain biking facilities; and sustainable access to natural areas.
2. **Transport, Traffic and Active Travel** - selected by 47.2% of respondents as one of four priorities. Key words: traffic congestion; better transport options and links (especially east-west); 'Hop Skip and Jump' bus service; B-line concerns; and improved active travel options including bike paths connecting the area.
3. **Road and Parking Infrastructure** - selected by 42.3% of respondents as one of four priorities. Key words: lack of on street parking options; lack of commuter



parking; boat and trailer parking; and general maintenance issues e.g. pot holes, kerb and guttering.

4. **Environmental Protection and Management** - selected by 39.1% of respondents as one of four priorities. Key words: environmental protection and community wellbeing and culture; plastic bags and littering control; coastal erosion/protection; flooding; and environmental education and leadership.
5. **Strategic Land Use Planning** - selected by 25% of respondents as one of four priorities. Key words: population increase; density; protection of natural environment; and better integrated planning (transport and housing).<sup>2</sup>
6. **Village and Town Centre Management** - selected by 19.8% of respondents as one of four priorities. Welcoming and clean places important to community wellbeing; tourism; clean toilets (especially in Manly); good places for young people.
7. **Waste, Cleansing and Resource Recovery** - selected by 18.8% of respondents as one of four priorities. Key words: core council service; more recycling options, expanded kerbside collections, education, and reduction of fees to Kimbriki.
8. **Sustainability and Resilience** - selected by 17.7% of respondents as one of four priorities. Key words: Council to show leadership; overlaps with environmental protection and should be integrated with all Council business; and climate change adaptation and mitigation.
9. **Development Assessment** - selected by 12.8% of respondents as one of four priorities. Key words: density; population growth; development; and housing. (Note that most of the qualitative comments were related to strategic land use planning).
10. **Community Services** - selected by 12.3% of respondents as one of four priorities. Key words: mental health; better/more youth facilities and programs; aged care and disability services; social inclusion; diversity; and support for volunteering opportunities.
11. **Arts and culture** - selected by 10.9% of respondents as one of four priorities. Key words: creativity and wellbeing; arts and creativity as balance to sports culture; and needs of youth and elderly people.

## IEWS ON COUNCIL'S ROLE

Different views on Council's role were expressed in the qualitative comments as related to the different service areas. These are briefly summarised in Table 1 below in terms of the sentiment that were expressed by many of the survey respondents, indicating general expectations towards Council's role in relation to these areas.

<sup>2</sup> Note that this ranking appears to be at odds with the qualitative comments where the dominant and recurring themes across all areas evolved around concerns about long term impacts of population increase, housing and housing density, environmental protection and transport – themes that are intrinsically linked to strategic land use planning. The broader community engagement and conversations with residents at the community meetings suggests that strategic land use planning, which is a quite technical area, is not necessarily well understood in the general population. This may have been a factor in the online survey results – i.e. if community members had been made aware of the link between strategic land use planning, housing (and density), transport, environmental protection and management of population growth, it is likely that more people would have ranked this area a key priority.

In some cases there were differing views about what role Council should be playing and/or recognition that Council could be performing several key functions within one service area; e.g. for some areas, namely Sustainability and Resilience and Community Services, Council performs several key functions ranging from direct service provision to facilitation and advocacy. However for clarity reasons each service area has been grouped in a key function area in the table below that best represents the community sentiment as it came through in the qualitative comments.

**Table 1: Expectations towards Council's role**

Council role and key function	Service area
Council advocacy and strategic planning	Strategic Land Use Planning Transport, Traffic and Active Travel Sustainability and Resilience
Council pro-active management	Environmental Protection and Management Village and Town Centre Management
Council facilitator and partner	Community Services Economic Development and Events Arts and Culture
Council core business	Waste, Cleansing and Resource Recovery Parks and Recreation Development Assessment Environmental Compliance Property Management Roads and Parking Infrastructure
Council direct service provider	Library Services Children's Services Customer Services

## Analysis of comments

Summary of qualitative comments per service area

## Environmental Protection and Management

This service area was nominated by 39.1% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area fourth out of the 17 services).

Environmental Protection and Management covers a broad range of programs that aim to protect and preserve our extraordinary natural environment for the benefit of present and future generations. These include bushland and fire protection programs; management of stormwater assets; natural biodiversity protection; management of creeks and waterways, coast and beaches, floodplains and estuaries including pollution incident responses; and emergency response preparedness through liaison with SES/RFS.

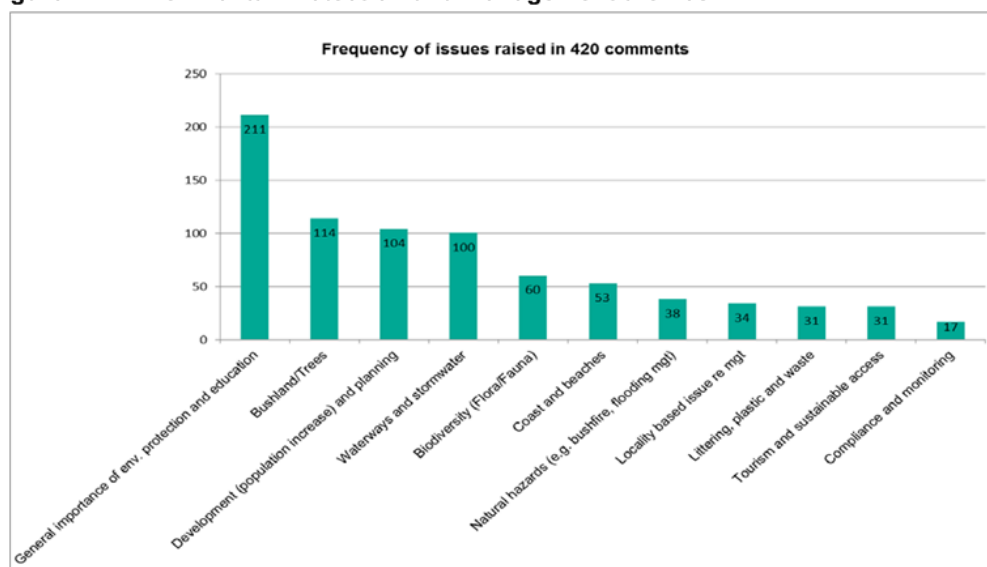
*Our natural environment is our most precious resource - and is enjoyed by everybody. So it should be a priority that takes precedence over everything.*

### THEMES

Figure 4 below shows the themes that emerged from the 420 comments provided (where one comment may touch on several themes). Key points include:

- Protection of the environment was a strong theme throughout the survey. In regards to this service area, 211 people passionately argued for better environmental protection as this was seen as being fundamental to community wellbeing and the long term future of Northern Beaches.
- Population increase and development was seen as being one of the biggest challenges and driver of change. Opinions (104) on how this should be handled ranged from some respondents wanting to stop population increase altogether; others calling for Council to finding more sustainable ways of protecting the natural environment (e.g. reducing land clearing).
- Climate change and management of natural hazard were also regarded as being critical to the future of the Northern Beaches with 38 people highlighting concerns, especially with flooding, coastal erosion and bushfire management.
- Community members were particularly concerned with the protection of our bushland, biodiversity, coasts, beaches and waterways (including minimising littering, plastics and waste).

**Figure 4: Environmental Protection and Management themes**



## Sustainability and Resilience

This service area was nominated by 17.7% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area eighth out of the 17 services).

Sustainability and Resilience covers wide ranging programs aimed at supporting the community to live sustainably, such as climate change mitigation and adaptation policy and programs; environmental education services; coordination of environmental volunteer programs; and coordination of corporate environmental sustainability projects and programs.

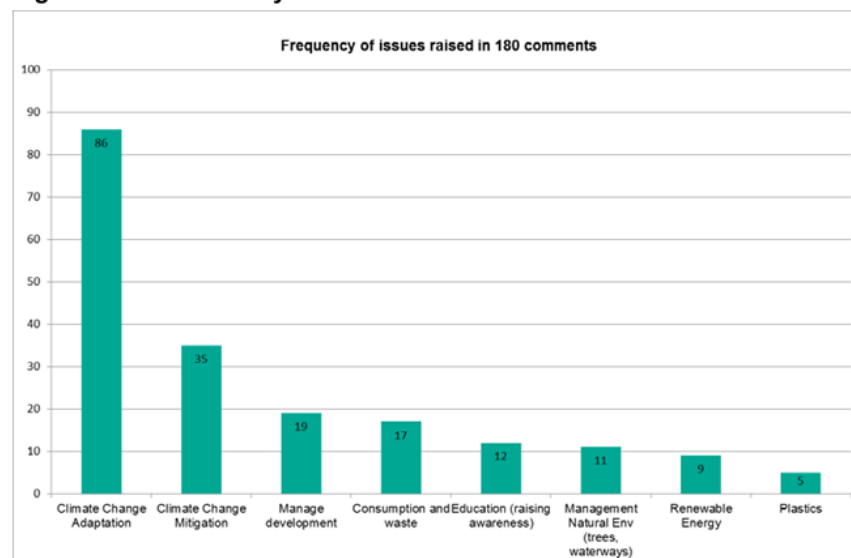
### THEMES

Figure 5 below shows the themes that emerged from the 180 comments provided (Note that several community members noted that they struggled to distinguish between this area and the Environmental Protection Management service area). Key points include:

- There was a general sentiment in the commentary that Council should play a stronger role in advocating for a more sustainable future and integrate sustainability planning into everything we do.
- With 86 people highlighting the importance of climate change mitigation, there was a strong desire to see Council play a leadership role in this area. Many commented that in order to protect the environment in the future, we need to take urgent action now and further noted that in the absence of federal or state action, Council should play a strong role in this space.
- Many (35) community members also expressed concern about climate change adaptation, highlighting the need to protect our unique coast from erosion.

*We are at a pretty pivotal time in human history in which the denial of action will result in our eventual demise. Our higher levels of government have sadly not paid heed to such a critical predicament, blinded by their love affair to coal and its economic promise. Thankfully our local powers have the ability to tackle this issue from a grassroots perspective. Hopefully [Council] can become a pioneer force in this fight.*

**Figure 5: Sustainability and Resilience themes**



## Waste, Cleansing and Resource Recovery

This service area was nominated by 18.8% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area seventh out of the 17 services).

Waste, Cleansing and Resource Recovery supports clean and safe neighbourhoods and public places through the following key services: waste collection; green waste; recycling; roadside bulky good collection and e-waste services; management of Kimbriki Resource Recovery Centre; litter control; street sweeping; beach raking; graffiti removal; and dumped rubbish removal.

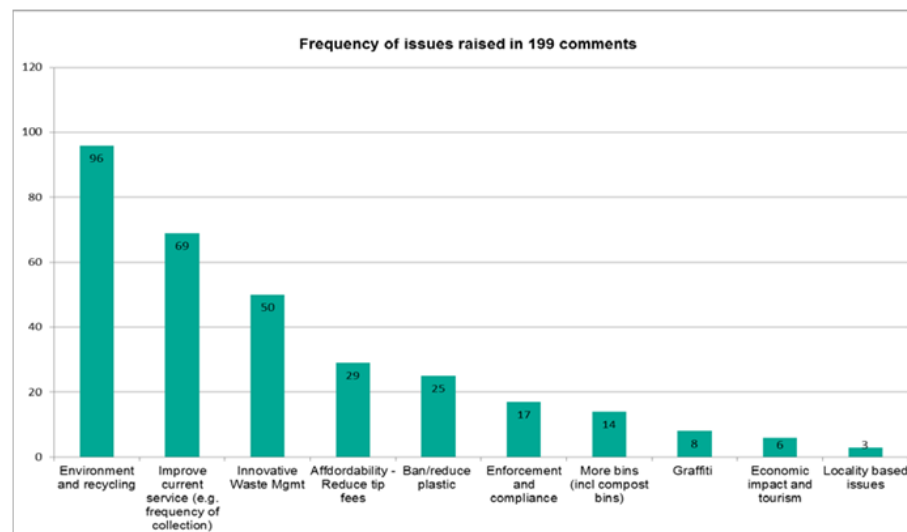
*Waste management is possibly the most important thing that Council does. This is about more than just picking up the bins - this one should be about reducing broad consumption of resources and building behavioural change that results in less consumer-centric behaviour.*

### THEMES

Figure 6 below shows the themes that emerged from the 199 comments provided (where one comment may touch on several themes). Key points include:

- Council should play a stronger role in terms of encouraging and supporting recycling, with 96 community members calling for action in this area.
- Community members (69) want to see this service area improved, especially regarding street sweeping and cleanliness of our public places and natural areas with many noting that this is a core Council service. There was a strong desire for Council to work with businesses and the community to reduce/ban plastics.
- Many comments (50) offered specific and innovative ideas on what Council can do to improve waste management.
- There were strong appreciation of the Kimbriki Resource Recovery facility (including its educational programs); however it was a concern to many (29) that the fees at Kimbriki were too high as this was seen to lead to illegal dumping of waste.
- Six community members expressed concerns with graffiti; two people wanted to see more opportunities for graffiti artists.

**Figure 6: Waste, Cleansing and Resource Recovery themes**





## Parks and Recreation

This service area was nominated by 53.3% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area first out of the 17 services).

Council manages and maintains 2,722 hectares of open space, including: 200 playgrounds; 122 sports fields; 24 beaches; seven skate facilities; 15 rock pools; three recreational facilities (Warringah and Manly Andrew 'Boy' Charlton Aquatic Centres and Warringah Recreation Centre); 35 hard courts; golf courses; BMX tracks; community gardens; dog exercise areas; and regional parks. Council also provides lifesaving patrols at 21 beaches in co-operation with volunteering lifesaving clubs.

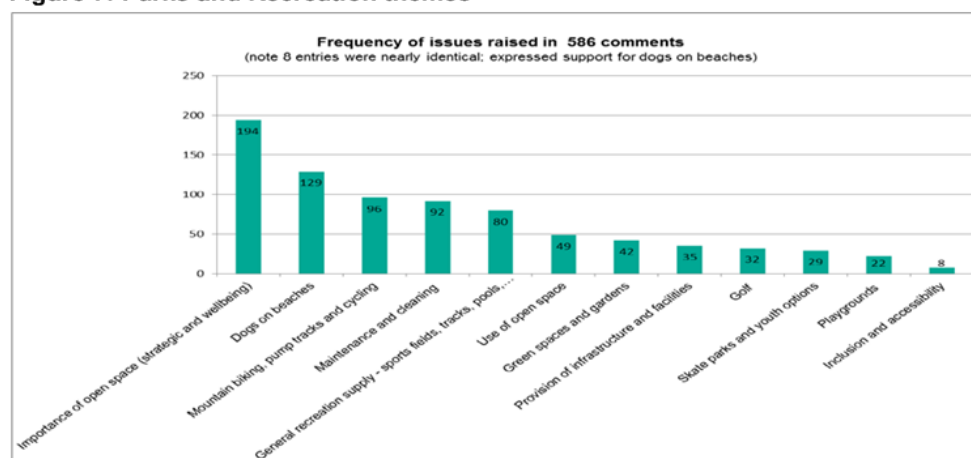
*Why = if we are to meet our 22 Goals [in the CSP] in the overarching sense, we need facilities that draw us together (vs push us into isolation).  
How = The sportsfields, playgrounds, beaches, pools etc are a framework for programs that can and will draw us together and encourage participation.*

## THEMES

Figure 7 below shows the themes that emerged from the 586 comments provided (of which eight were near identical entries in regards wanting dogs allowed on beaches). Key points include:

- Open space, parks and recreation opportunities are regarded as being crucial to our wellbeing as a community as well as to our individual health (both mental and physical).
- Many (123) of the community's comments expressed strong views on wanting Council to allow dogs on beaches. Some people (6) were equally passionate about keeping dogs off beaches and public places as they were not happy about dog owners not picking up dog poo.
- There were also passionate calls (96) for more/better biking infrastructure, and especially mounting biking tracks.
- Many community members (29) said they would like to see an increase in the supply of open space and sporting facilities and space, especially for young people (namely skating facilities) and a few people highlighted the need for more facilities that cater for young women.
- There were divided opinions on provision of golf courses with 14 people out of 32 wanting to see golf courses used for other purposes and 18 people wanting to see Warringah Golf Course retained.

**Figure 7: Parks and Recreation themes**





## Strategic Land Use Planning

This service area was nominated by 25.0% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area fifth out of the 17 services).

Council's Strategic Land Use Planning services aim to protect the natural environment while addressing diverse needs in respect to housing, employment, and local economic growth. Council provides the following specific services: management of Local Environmental Plans, Development Control Plans and other planning instruments; assessment of planning proposals including proposals for rezoning; precinct and strategic land use planning and urban design (e.g. Frenchs Forest, Dee Why Town Centre, Brookvale, Warriewood, and Ingleside); updating and preparing Council's Section 94 and Section 94A Contributions Plans; and protection of European, environmental and Aboriginal heritage values.

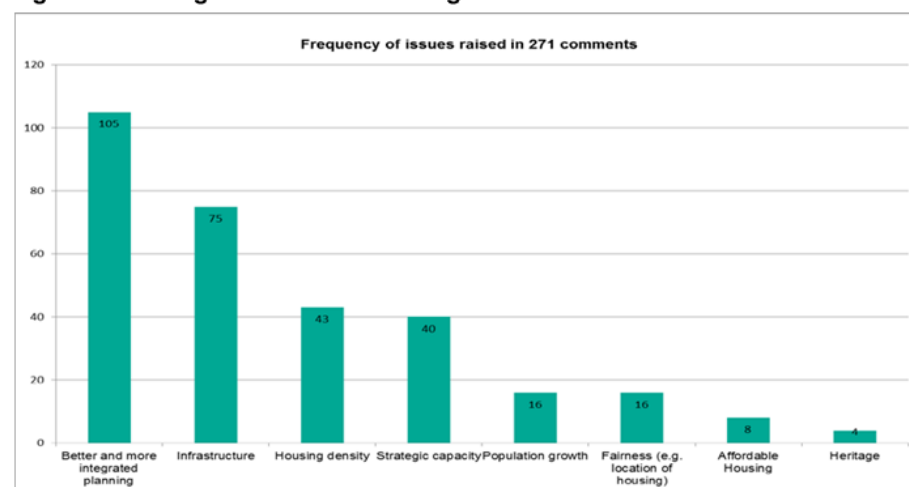
*We need to create strong, integrated and diverse communities. [...] Plan for people not cars, create spaces where people come together and are exposed to all the wonderful diversity our region has to offer.*

## THEMES

Figure 8 below shows the themes that emerged from the 271 comments provided (where one comment may touch on several themes). Key points include:

- Community members clearly wanted to see better and more integrated strategic land use planning with 105 comments calling on Council to play a stronger role in managing population growth and 40 people commenting that Council should utilise its strategic capacity to better plan for transport, housing and environmental protection.
- Similarly, traffic congestion and appropriate infrastructure provision was a theme throughout the survey, with specific comments (75) in relation to strategic land use planning highlighting lack of infrastructure in new centres and land release areas (Frenchs Forest, Ingleside, and Warriewood).
- Housing density was of general concern to many community members (35), however some (8) community members noted that with inevitable population growth, increased density is preferable to Greenfield development as protection of the environment is paramount to the future of Northern Beaches. Some further commented that diversity in housing supply and housing affordability is critical to the future of the Northern Beaches.

**Figure 8: Strategic Land Use Planning themes**



2018/015010

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## Development Assessment

This service area was nominated by 12.8% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area ninth out of the 17 services).

Development Assessment processes and assesses all incoming DAs in accordance with statutory obligations and Council's planning instruments (namely the Local Environment Plan) which are determined by Council's strategic land use planning functions.

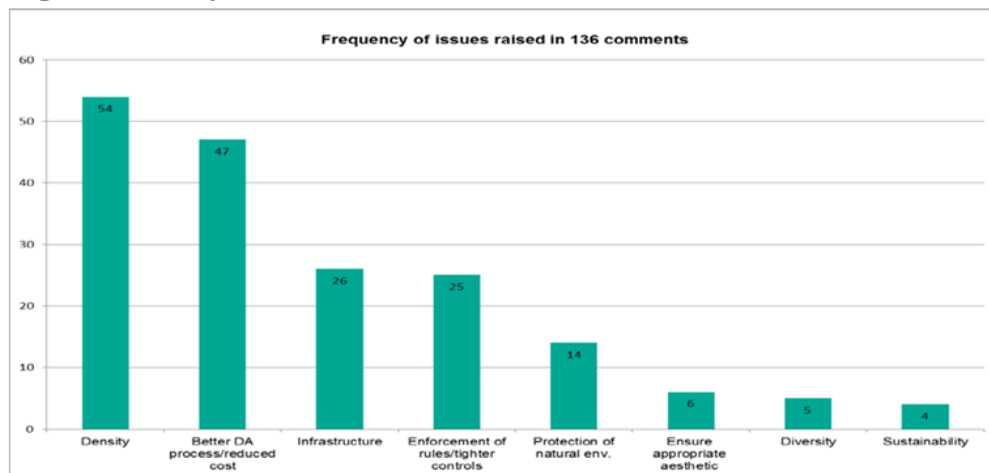
*Council should take back control of the DA process and not rely on State Government 'complying' development assessment by private certifiers.*

## THEMES

Figure 9 below shows the themes that emerged from the 136 comments provided (where one comment may touch on several themes). (Note that many of the comments, particularly the 54 comments regarding housing density, appear to relate more to the Strategic Land Use Planning service area than Development Assessment). Key points include:

- There were strong concerns about housing density and overdevelopment generally.
- Many community members (47) expressed a desire for a better, more efficient and cheaper DA process and called on Council to reduce red-tape and streamline processes.

**Figure 9: Development Assessment themes**



## Environmental Compliance

This service area was nominated by 8.8% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area 12<sup>th</sup> out of the 17 services).

Environmental Compliance services aim to safeguard public health and safety through the following key services: complaints management in relation to public health and pollution related matters as well as illegal building works; certification services (e.g. for buildings and swimming pool barriers); public health inspections of food outlets and skin penetration premises; provision of educational programs to promote food safety; parking patrols and related enforcement; and companion animals management.

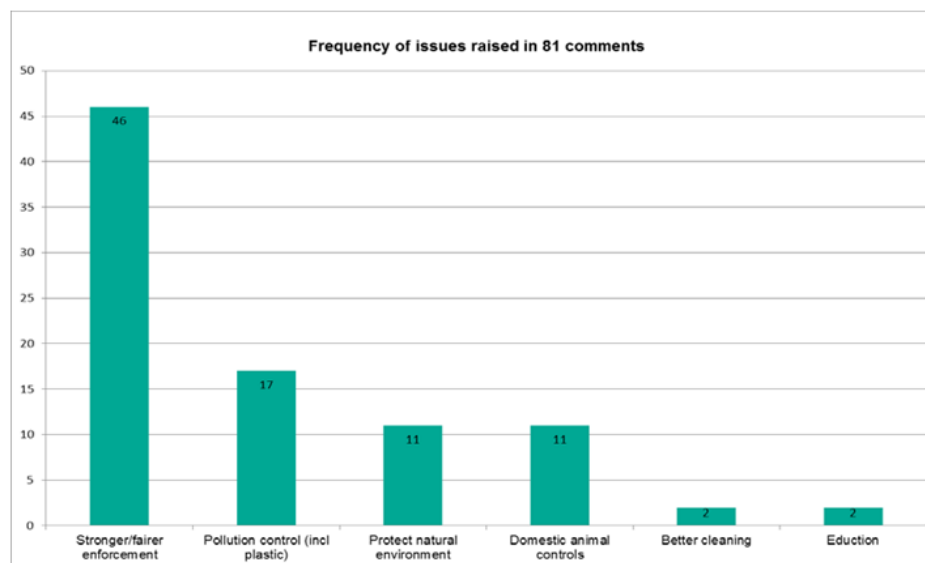
*Without wanting to make our society over-regulated, it is important that Council ensure all community members are doing their bit to look after our area.*

## THEMES

Figure 10 below shows the themes that emerged from the 81 comments provided (where one comment may touch on several themes). Key points include:

- Community members (46) expressed concern that without enforcement of rules (particularly regarding pollution, waste and littering in sensitive areas) there will be negative impacts on the environment and on our wellbeing. One person raised particular concerns regarding boat owners' pollution of waterways (e.g. emptying sewage into the ocean).
- Several residents noted the importance of ensuring compliance with food regulations, especially in tourist areas such as Manly.
- There were concerns about abandoned boats and trailers, camping vans, and general enforcement of parking restrictions.
- Several people emphasised a need for stronger enforcement of tree protection regulations (e.g. policing illegal tree removals) as well as illegal building works (especially in regards to granny flats).

**Figure 10: Environmental Compliance themes**



## Property Management

This service area was nominated by 2.7% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area 17<sup>th</sup> out of the 17 services).

The Property Management service area aims to ensure that Council infrastructure and assets are managed, maintained and delivered to an agreed standard and in accordance with our strategic asset management plans. Key services in this area include: asset planning, design and delivery; provision of new buildings and community facilities; renewals to existing buildings and facilities; maintenance and cleaning of Council buildings and public toilets; oversight of Sydney Lakeside Holiday Park and Currawong holiday accommodation; cemeteries management and maintenance; management of Council lands; wharves, jetties and tidal pools renewals and maintenance; and outdoor dining management.

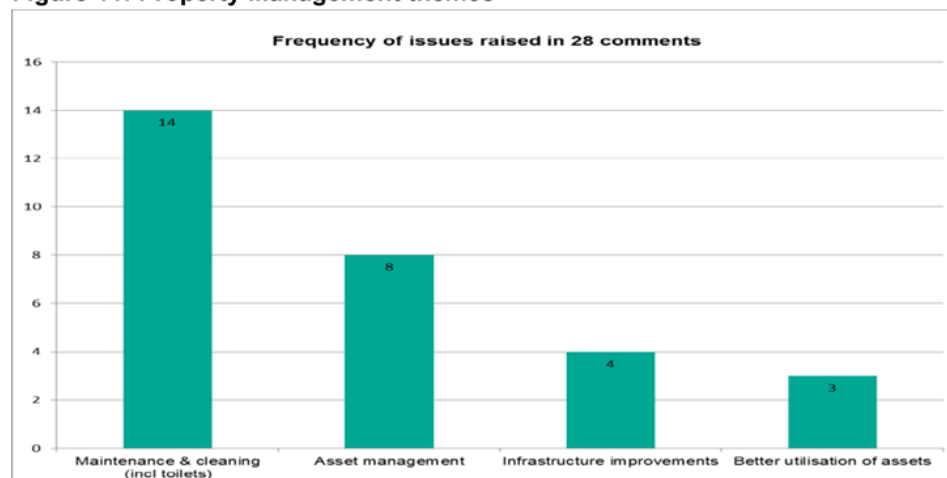
*More attention should be given to public facilities. If we want to encourage visitors to our Council area, public areas and facilities must be presentable at all times. Some toilet facilities are a disgrace. Others are up to standard. Outside dining areas should be encouraged.*

## THEMES

Figure 11 below shows the themes that emerged from the 28 comments provided (where one comment may touch on several themes). Key points include:

- Community members generally regarded property management as part of Council's core business; there were not many strong views on what Council should be doing in this area.
- Cleanliness of public places, and in particular public toilets, was a concern to 14 people. (Note that this view was also a core theme in the Village and Town Centre Management service area. There is some overlap between these areas).
- A total of seven people called for better provision and/or utilisation of facilities and infrastructure, with one person highlighting a need for creative start-ups/pop up spaces to activate underutilised spaces and stimulate the local economy.

**Figure 11: Property Management themes**



## Community Services

This service area was nominated by 12.3% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area tenth out of the 17 services).

Council works with other service providers to enhance the health and wellbeing of the community (especially youth, seniors, people with disability, and people from culturally diverse backgrounds) and provides a broad range of services including: management of 41 community centres; provision of the 'Hop Skip & Jump' bus service; coordination of Meals on Wheels; Youth and Family Counselling Services; and coordination of community volunteering services.

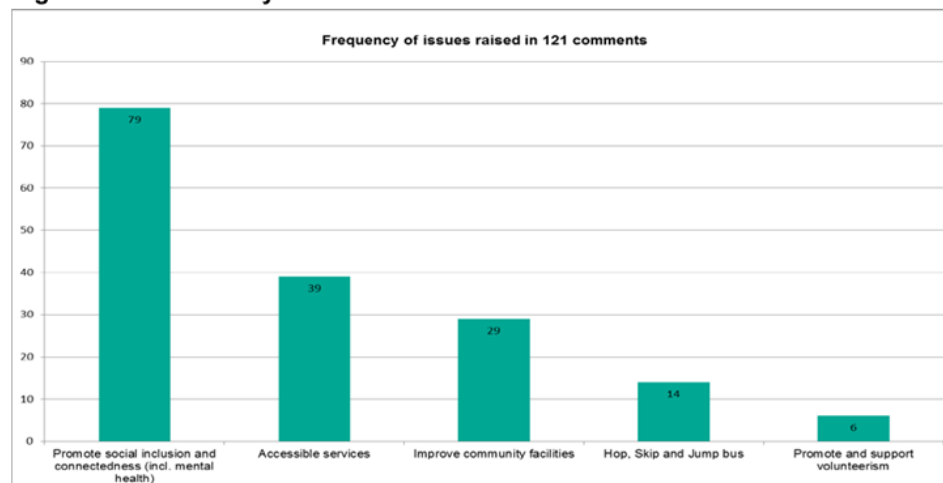
*People thrive when they feel connected to and a part of a community. Places, events and clubs support these connections. The Council runs loads of these but needs to properly promote and streamline them.*

## THEMES

Figure 12 below shows the themes that emerged from the 121 comments provided (where one comment may touch on several themes). Key points include:

- There was a strong call for services and facilities that promote social inclusion and connectedness with 79 people commented that this is an area that needs more attention, especially in regards to mental health.
- Many people (68) wanted to see more/different accessible services and facilities, especially to seniors and to youth; and especially to youth who are not into sports or skating. (One person commented that the coding workshop at Warringah Library was great).
- Some people (13) expressed appreciation of the Hop, Skip and Jump bus service (operating in Manly) and would like to see it extended so that the mobility needs of the whole community and especially seniors could be better accommodated. One person expressed a view that the Hop, Skip and Jump bus service should be discontinued as this ought to be the responsibility of State Government and is too expensive to justify as it is not being sufficiently used.

**Figure 12: Community Services themes**



## Library Services

This service area was nominated by 4.5% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area 15<sup>th</sup> out of the 17 services).

Through six branch libraries (and support for an additional five community libraries), Council offers library services to the community that extend beyond book borrowings to include provision of study, recreation, research, and community activities; home library service for people with mobility restrictions; and local studies and family history services.

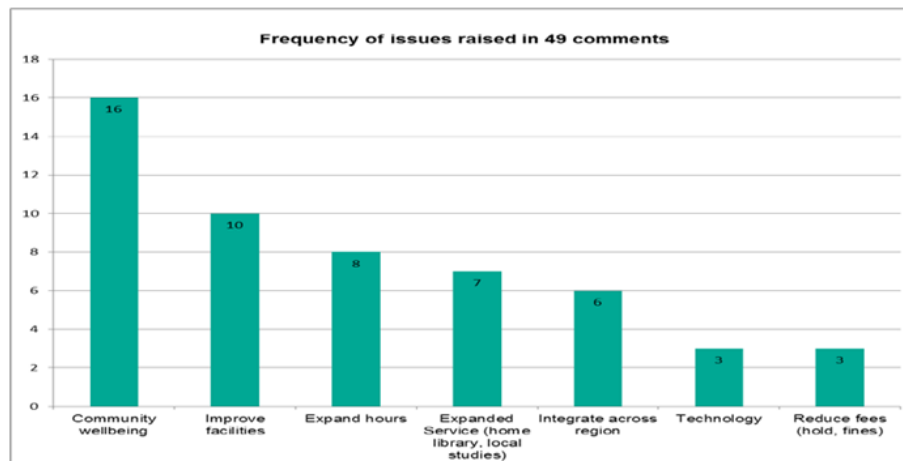
*This is a community service that only local government can provide. It provides a space for youth in our community to participate in civic life through research, study, recreational reading and other activities centred on the library.*

## THEMES

Figure 13 below shows the themes that emerged from the 49 comments provided (where one comment may touch on several themes). Key points include:

- Many (16) of the comments highlighted the importance of libraries to our wellbeing as a community; they provide spaces for people to come together.
- Ten people wanted to see library facilities improved (e.g. providing quiet study spaces and meeting rooms), with one person commenting that the library in Dee Why needs better accessibility and in particular a fully accessible disabled toilet.
- Eight people called for the opening hours of libraries to be extended to better cater for the working population.

Figure 13: Library Services themes





## Arts and Culture

This service area was nominated by 10.9% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area 11<sup>th</sup> out of the 17 services).

Council works closely with the community to enhance public places and create community cohesion through arts and creativity. Specific services include: Glen Street Theatre management; Manly Art Gallery & Museum management; North Curl Curl Creative Space management; provision of arts and cultural projects and activities.

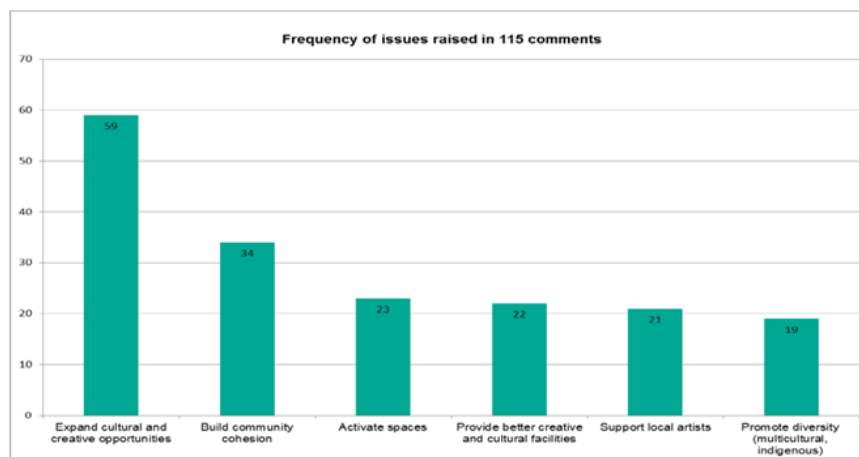
*Providing arts and culture gives those who aren't sports-minded another avenue. Creative and critical thinking in these spaces are necessary skills in this changing global landscape.*

## THEMES

Figure 14 below shows the themes that emerged from the 115 comments provided (where one comment may touch on several themes). Key points include:

- Community members (59) expressed a strong desire for expansion of arts, cultural and creative opportunities, emphasising the importance of this to community cohesion (34) as well as individual health and wellbeing. 'Art' was seen as a way for community members to come together; not just objects to be looked at. Within these comments, the importance of music was further highlighted (both in terms of provision of opportunities to play music as well as to listen to live music).
- Many (23) also pointed to the role arts and culture play in activating our spaces and creating vibrancy as well as celebrating cultural diversity (19).
- 21 people called on Council to promote local artists and creative industry.

Figure 14: Arts and Culture themes



## Children's Services

This service area was nominated by 6.6% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area 14<sup>th</sup> out of the 17 services).

Council offers the highest quality, professional care for the community's children. Core services include: Long Day Care management of six centres; Family Day Care management of 56 home locations; Vacation Care management of four locations; management of two preschool centres; and provision of occasional care services.

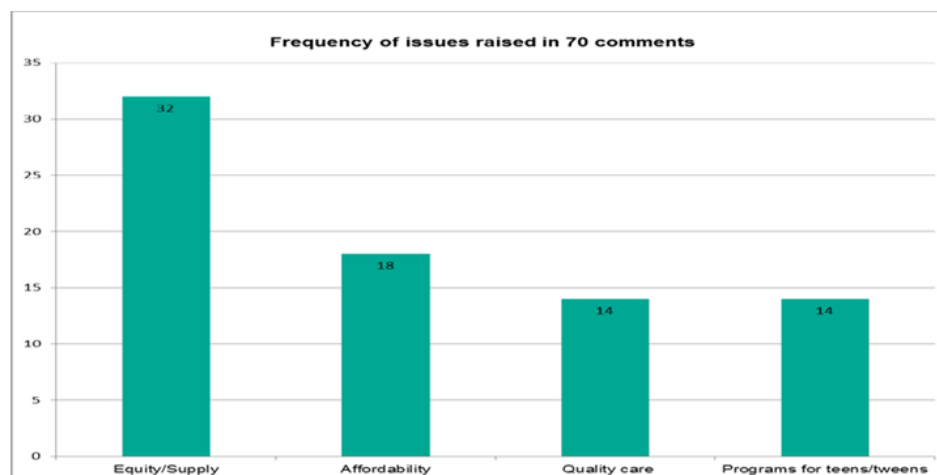
*It would be of immense benefit to the community to have access to more care facilities. It would also be of immense benefit if the costs for services would drop. Currently the costs prevent many families from having the second carer take up their career again, which is a real loss for the Australian society as well as those individuals.*

## THEMES

Figure 15 below shows the themes that emerged from the 70 comments provided (where one comment may touch on several themes). Key points include:

- Community members (32) strongly voiced a frustration with general lack of child care options, with many noting that private child care was generally too expensive and not as high quality as Council care. Many also highlighted the need for greater access and equity across the Northern Beaches, and especially in the northern part of the local government area.
- There was a general dissatisfaction and frustration in the commentary about the lack of affordable child care options, after school care, and holiday programs across the northern beaches with 18 people voicing strong concerns about the impact this was having on the second income earner's (most often the women's') opportunities for returning to work.
- It was also pointed out that there appears to be a gap in service provision; 14 people noted that there are not many programs for teens and 'tweens'.

Figure 15: Children's Services themes



## Economic Development and Events

This service area was nominated by 7.6% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area 13<sup>th</sup> out of the 17 services).

Council works closely with the community, businesses and other stakeholders to create a thriving business environment providing the following key services: support and promotion of local businesses and industry; sustainable business practices support; advocacy services to address barriers to economic growth; and promotion of Northern Beaches as a tourist destination.

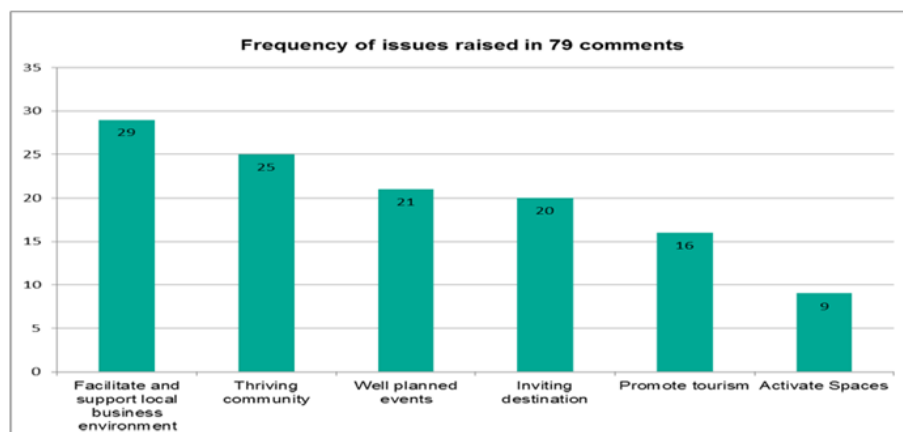
*A community with  
employment  
opportunities thrives  
and grows and  
everyone benefits*

### THEMES

Figure 16 below shows the themes that emerged from the 79 comments provided (where one comment may touch on several themes). Key points include:

- Community members (29) commented that they would like to see Council facilitate and promote local business; that this is important to the future of Northern Beaches not just to create employment opportunities, but also to reduce car based commuter travel.
- Many (25) noted that a thriving local business contributes positively to the wellbeing of the whole community; it creates vibrancy and community connectedness and activated spaces (9).
- There was also a desire to see Council facilitate well planned business events (21); and to promote the area as an inviting destination (20)

Figure 16: Economic Development and Events themes



## Road and Parking Infrastructure

This service area was nominated by 42.3% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area third out of the 17 services).

Council provides, manages and maintains Northern Beaches' 923 km road network in accordance with Road Infrastructure Asset Management Plans providing the following key services in respect to planning, provision, renewal and maintenance of road related infrastructure: footpaths; cycle ways; kerb and guttering; bus shelters; bridges; causeways; retaining walls; pedestrian crossings; roundabouts; traffic facilities and traffic control devices. Council is also responsible for the management of 52 car parks and 25 beach reserve car parks as well as on-street parking management.

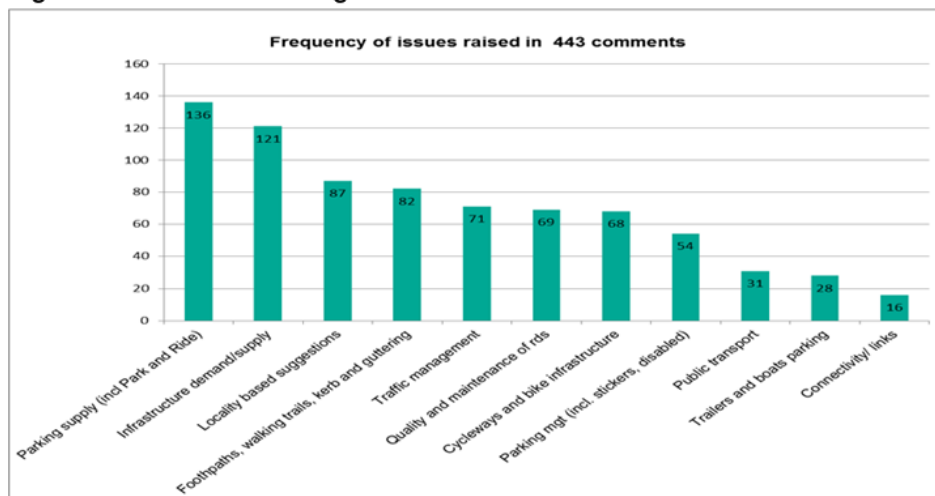
*Always a top 5 priority. Local roads and infrastructure must be maintained in good order and the Council does a good job. It is essential to any modern day community to be able to move around whether it is by car, foot etc*

## THEMES

Figure 17 below shows the themes that emerged from the 443 comments provided (where one comment may touch on several themes). Note that there were some overlap between this service area and the Transport, Traffic and Active Travel area, particularly regarding infrastructure provision and public transport. Key points include:

- Many community members (136) called on Council to provide more parking infrastructure, particularly for commuter parking. However it was also noted in many of these comments that Council should work at reducing the demand for cars in the first place and that the traffic congestion problem was not fixed by providing more infrastructure for cars. Population growth was regarded as a key driver of change, with many people wanting to see a stop to growth altogether; and many instead calling on Council for better strategic planning and management.
- There was a strong desire to see Council provide more footpaths and cycleways and to better maintain existing roads. Many community members (28) also expressed strong frustration with the parking of boats and trailers on roads.
- A large number of comments (87) brought up specific local and parking issues.

**Figure 17: Road and Parking Infrastructure themes**



## Transport, Traffic and Active Travel

This service area was nominated by 47.2% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area second out of the 17 services).

With an aim to ease traffic flow and improve traffic and pedestrian safety, Council provides the following core services to the community: investigation and resolution of traffic issues; coordination of Traffic Committee meetings; management of street lighting; provision of road safety education; and regional transport planning and advocacy.

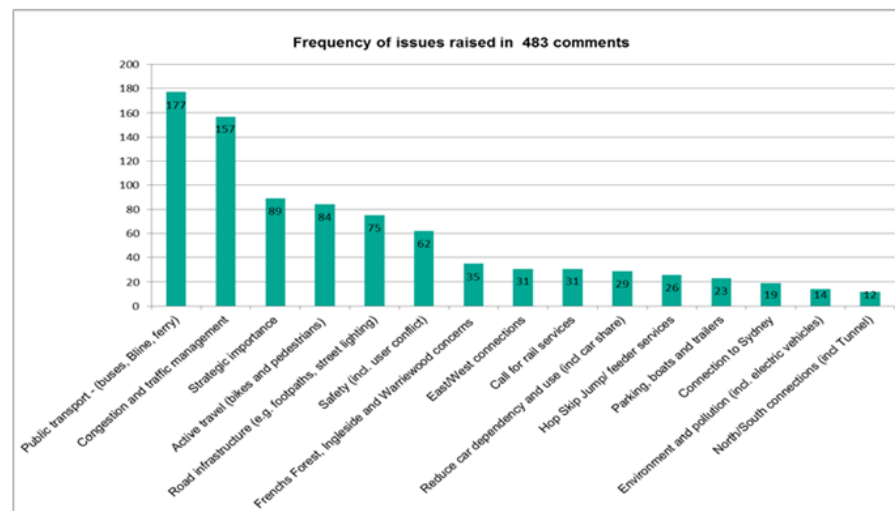
*Traffic problems are a fact of life on the Northern Beaches and are getting worse as the population grows. The Council cannot treat it as anything less than high priority even if there are no big solutions.*

### THEMES

Figure 18 below shows the themes that emerged from the 483 comments provided (where one comment may touch on several themes). Key points include:

- It was clear from the comments that community is very frustrated with the existing traffic situation on the Northern Beaches and would like Council to play a stronger role – both in terms of strategic planning as well as advocating for better infrastructure and public transport. This is particularly true for the Frenchs Forest, Ingleside and Warriewood areas, where 35 people raised strong concerns with the current developments and lack of infrastructure
- 177 people called for better public transport. In these comments, there were views for and against the B-line bus with 23 people welcoming the new bus service and 18 people commenting that it is not sufficient to ease the traffic problems, especially regarding the East/West transport corridor and localised feeder transport
- There was also a strong desire to see more and better active transport options (84); improved road infrastructure (75); and better safety measures (62)

**Figure 18: Transport, Traffic and Active Travel themes**



## Village and Town Centre Management

This service area was nominated by 19.8% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area sixth out of the 17 services).

*Creating a heart to a community and encouraging pride and ownership to the area.*

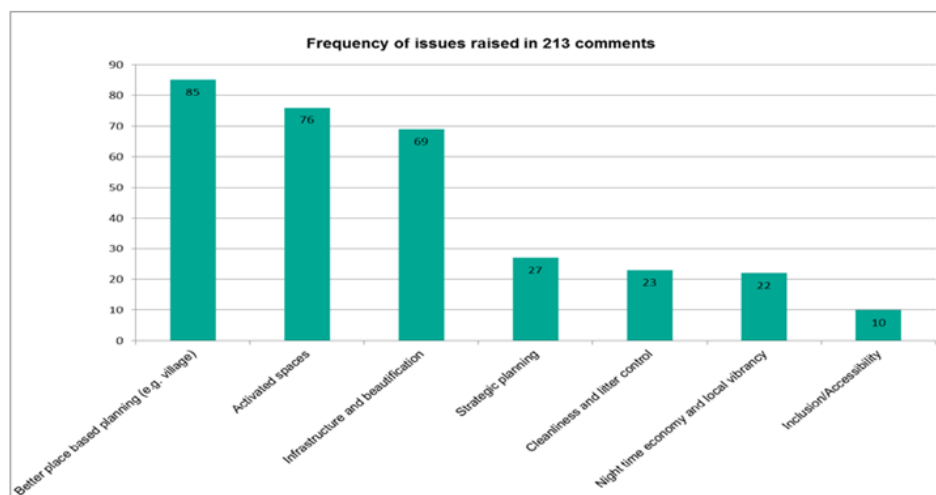
Council works closely with the community, businesses and other stakeholders to create village and town centres that foster good health and social interaction. Specifically, Council provides the following key services: maintenance of centres including pavements, gardens, landscaping and street furniture; cleansing and litter control; and graffiti removal.

### THEMES

Figure 19 below shows the themes that emerged from the 213 comments provided (where one comment may touch on several themes). It should be noted that this area overlaps somewhat with the Waste and Resource Recovery service area and some of the themes are similar across the two areas. Key points include:

- Many (85) community members called on Council for better place based planning, ensuring that the 'village character' and town centre feel of specific places are recognised and protected in planning
- Comments expressed a desire for town centres to be beautiful and conducive to social interaction through provision of infrastructure (69) and diverse events and activities (76). Many of these comments highlighted the need for our spaces to cater for the whole community, and especially young people who need places to 'hang out'.
- Many people (22) want to see better night time opportunities (e.g. food markets, music), noting that – with the exception of Manly – most places are 'asleep' by 9pm.

Figure 19: Village and Town Centre Management themes





## Customer Services

This service area was nominated by 4.2% of respondents as being one of their top four priorities for Council to focus on over the next three years (ranking the area 16<sup>th</sup> out of the 17 services).

In seeking to ensure excellent and efficient customer service, Council provides: customer service front offices in four locations; coordination of responses to enquiries on all Council services; frontline complaint resolution; 24 hours, 7 days a week access to Council online and by telephone.

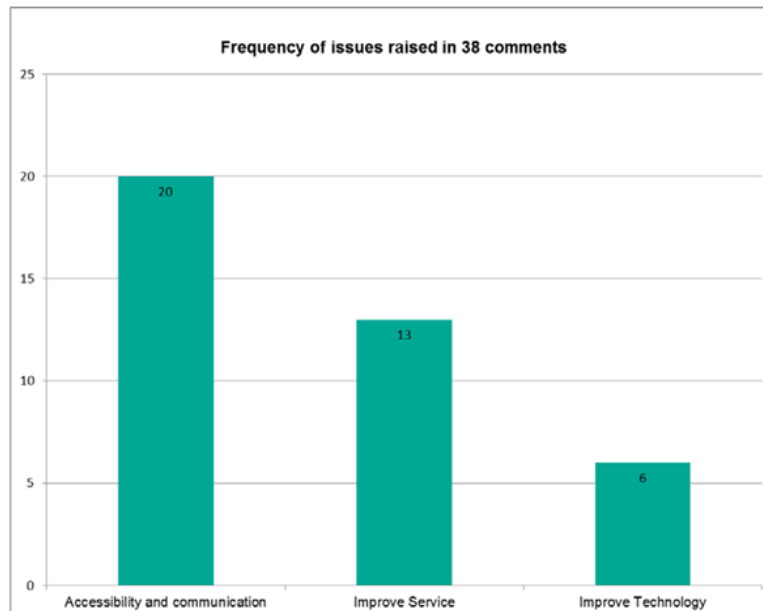
*Excellence in customer service shows the community that Council takes them seriously with all of their interactions with it. If Council isn't excellent in customer service then the community won't trust them.*

## THEMES

Figure 20 below shows the themes that emerged from the 38 comments provided (where one comment may touch on several themes). Key points include:


- Customer service was seen as being a core function to Council with 20 people commenting that Council needs to ensure ongoing good communication with the community, including appropriate complaints handling processes.
- Many noted that Council currently is providing good customer service, however 13 people called for service improvements to better meet the needs of the community, and six people specifically called for better on-line services

**Figure 20: Customer Services themes**



## ATTACHMENT 1

### Survey questionnaire



northern  
beaches  
council

## Get with the Delivery Program

The Delivery Program 2018 – 21 will define the program of works and services that Council will deliver during their three year term in order to address the community's vision:  
*Northern Beaches – a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.*  
More than 2,000 community members helped shape this vision which is the foundation for the Community Strategic Plan (draft).  
We would now like your input in setting priorities for our new Council to consider when planning its service delivery.  
Please download the [Information Pack](#) which describes our services before completing the survey.

**Survey closing date: Sunday 12 November 2017**

1. What is your connection to the Northern Beaches? (Please tick all that apply)

<input type="checkbox"/> I live on the Northern Beaches	<input type="checkbox"/> I am a member of a non government organisation
<input type="checkbox"/> I own a property on the Northern Beaches	<input type="checkbox"/> I am part of a community/sporting group on the Northern Beaches
<input type="checkbox"/> I own/run a business the Northern Beaches	<input type="checkbox"/> I am a visitor to the Northern Beaches
<input type="checkbox"/> I work on the Northern Beaches	<input type="checkbox"/> Other - Please specify: <input style="width: 100px;" type="text"/>

2. Age

<input type="radio"/> Under 13	<input type="radio"/> 25-34 years	<input type="radio"/> 60-69 years
<input type="radio"/> 14-17 Years	<input type="radio"/> 35-49 years	<input type="radio"/> 70 and over
<input type="radio"/> 18-24 years	<input type="radio"/> 50-59 years	

3. Which four of the following Council Services would you like us to focus on over the next three years?

<input type="checkbox"/> Environmental Protection and Management	<input type="checkbox"/> Environmental Compliance	<input type="checkbox"/> Economic Development and Events
<input type="checkbox"/> Sustainability and Resilience	<input type="checkbox"/> Property Management	<input type="checkbox"/> Road and Parking Infrastructure
<input type="checkbox"/> Waste, Cleansing and Resource Recovery	<input type="checkbox"/> Community Services	<input type="checkbox"/> Transport, Traffic and Active Travel
<input type="checkbox"/> Parks and Recreation	<input type="checkbox"/> Library Services	<input type="checkbox"/> Village and Town Centre Management
<input type="checkbox"/> Strategic Land Use Planning	<input type="checkbox"/> Arts and Culture	<input type="checkbox"/> Customer Services
<input type="checkbox"/> Development Assessment	<input type="checkbox"/> Childrens' Services	

4. Do you have any comments about any of the other Council services?

5. And finally, please provide your contact information. This will allow us to update you on the project as it progresses.  
We will protect your personal information in accordance with our privacy protection measures.

**Privacy Protection Notice**  
Purpose of Collection: For Council to provide services to the community  
Intended recipients: Northern Beaches Council staff only  
Supply: Supply of information is voluntary

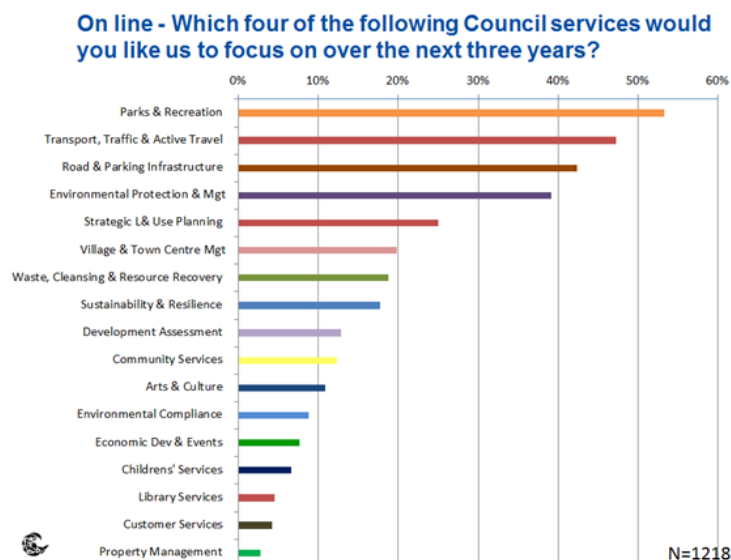
First Name  Last Name

Suburb  Postcode

Email Address \*

## ATTACHMENT 2

**Service Area prioritisation** – in order of most frequently selected by respondents as being one of four priorities



### Number of qualitative comments received per service area<sup>3</sup>

Priority Rank	Service	number of comments
1	Parks and Recreation	586
2	Transport, Traffic and Active Travel	483
3	Roads and Parking Infrastructure	443
4	Environmental Protection and Management	420
5	Strategic Land Use Planning	271
6	Village and Town Centre Management	213
7	Waste, Cleansing and Resource Recovery	199
8	Sustainability and Resilience	180
9	Development Assessment	136
10	Community Services	121
11	Arts and Culture	115
12	Environmental Compliance	81
13	Economic Development and Events	79
14	Children's Services	70
15	Library Services	49
16	Customer Service	38
17	Property Management	28
	<b>total</b>	<b>3512</b>

<sup>3</sup> This includes any repeat entries and excludes a few comments that were not meaningful within the context of the service area (e.g. 'no more')