



Delivery Program 2024 - 2028

Including Operational Plan and Budget 2024/25

Amended Council meeting 28 January 2025



Acknowledgement of Country

We acknowledge the Traditional Custodians and their Country on which we gather today. By these words we show our respect to all Aboriginal people. We acknowledge Elders past, present and emerging and the spirits and ancestors of the Clans that lived in this area.

Visit us: Northern Beaches Council

Dee Why

725 Pittwater Road
Entry via Civic Drive

Manly

1 Belgrave Street
Town Hall

Mona Vale

1 Park Street

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

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Delivery Program amendments

The Delivery Program 2024-2028 and Operational Plan 2024/25 was initially adopted by Council on 25 June 2024.

The Delivery Program 2024-2028 was amended by Council at its meeting on 28 January 2025 as part of approving an application to the Independent Pricing and Regulatory Tribunal (IPART) for a special variation to rates. The special variation is to address the asset renewal and maintenance gap and support environmental and natural risk reduction programs, as well as provide the opportunity to deliver larger renewal projects in future years such as the renewal of the Warringah Aquatic Centre.

The increase, if approved will commence in 2025/26 and involve annual increases inclusive of the rate peg of 12.1%, 11.7% and 11.5% applied over 3 years (a total cumulative increase of 39.6%).

IPART's determination on the special variation will be announced in May 2025.

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Introduction



Message from the Mayor



Each financial year Council prepares a carefully considered program of initiatives and projects with a commitment to improving our community.

This Budget and Delivery Program focuses on resilience and sustainability, prioritising the projects and services that support and strengthen our community and environment.

Our area is increasingly facing wild weather events causing local flooding, coastal erosion, road closures and other damage. To ensure we are best placed to manage these events and do everything we can to protect our community, we continue to implement our Resilience Strategy.

Within this is the Northern Beaches Recovery Plan, developed over two years, which looks at how we strengthen partnerships with government and non-government organisations to lead and support community recovery following natural disasters.

We have set aside over \$10.1 million to continue to maintain and upgrade our extensive stormwater network along with \$3.8 million to continue the coastal protection works at Collaroy. One of our most significant projects will be the works to reduce the frequency of flooding on the Wakehurst Parkway.

This complex, multi-million dollar infrastructure program is designed to reduce flood disruption to motorists on this important corridor. Over \$21.6 million will be invested in our roads network and transport infrastructure.

Over the coming financial year, we will also invest \$99 million on capital works, with two thirds of the budget allocated to parks, recreation, cultural facilities, roads, and transport.

This includes critical structural repairs to Whale Beach and Mona Vale rockpools and new and upgraded boardwalk at Manly Dam and infrastructure on the Spit to Manly walk.

We're excited to be at construction stage for the new Warriewood Valley Community Centre, kicking off the upgrade of the Warringah Recreation Centre and developing a new pedestrian and cyclist bridge at Queenscliff.

We'll be implementing our new waste strategy, trialing circular economy initiatives for reuse, repair and recycling of household items and implementing other measures to work towards our goal to help the community reduce household waste by 10% by 2030 and by 20% by 2040 .

Our commitment to affordable housing continues with requirements for affordable housing in our Local Environmental Plans and seeking 10% affordable housing in new developments wherever land is re-zoned for additional density.

While these continue to be challenging times for many facing cost of living pressures, as an organisation we are also encountering the impact of inflation on the cost of services and maintaining facilities. Preserving a fine balance across multiple priorities is key to serving our community and we welcome your ongoing feedback as we develop strategies and plans to support our community.

If you are a ratepayer and experiencing genuine hardship, please get in contact as support is available under Council's Rates and Hardship Policy.

I look forward to seeing the implementation of our Delivery Program and Operational Plan.

Sue Heins
Mayor

Capital project highlights for 2024/25

\$18.1m	New community facilities including Warriewood Valley Community Centre (\$15.9m) and Warringah Recreation Centre (\$1.5m)	\$3.8m	Improving foreshores at various locations, including the implementation of the Freshwater Beach masterplan (\$1.5m)	\$2.4m	Work on Taylors Point and design of Greater Mackerel Beach and Currawong wharves
\$17.0m	Improving road assets and resurfacing 4.8km of roads (\$7.1m)	\$3.8m	New and improved reserves and playgrounds including Frenchs Forest precinct park upgrade (\$2m)	\$1.1m	Improving public amenities including at Freshwater Beach and West Esplanade, Manly
\$10.1m	Priority stormwater management works to reduce flooding and pollution	\$3.8m	Continuing the Collaroy-Narrabeen coastal protection works	\$1.0m	Town centre and village upgrades
\$5.5m	Shared paths including the pedestrian and cyclist bridge at Queenscliff (\$2m)	\$3.2m	Improving sportsfields and new recreation facilities		
\$4.3m	For new and improved footpaths across 14 suburbs including Queenscliff Headland access ramp	\$3.0m	Improving recreational trails, including a new Manly Dam boardwalk (\$2.5m)		

Message from the Chief Executive Officer



This Budget, Delivery Program and Operational Plan provides the community with a complex plan for the next financial year and the following three years.

It demonstrates how we will address the outcomes and goals outlined in the Community Strategic Plan, developed in consultation with our community, focusing on our environmental, social, economic and civic priorities.

It seeks to future-proof both community and Council infrastructure, while continuing to provide a number of large community focused initiatives to further enhance life on the Northern Beaches.

We regularly review our diverse range of services to ensure they are meeting local needs in terms of timeliness, quality, and cost of service and in 2024/25 we will continue to undertake service reviews as per our agreed program.

The huge project to update our Local Environmental and Development Control plans will deliver a consistent approach across the local government area, protecting heritage and environmentally

sensitive areas with detailed planning and design guidelines. Extensive community consultation will launch this financial year to ensure these critical documents are in line with community expectations.

As with all large service-based organisations, we rely on our internal systems to be able to support and serve our community as efficiently as possible. This financial year we embark on a major technology program to upgrade, simplify and improve our core operating systems. The program extends over three years and involves decommissioning of legacy systems that will soon be unsupported and relocating our core systems from on premise to the cloud.

Like many councils in NSW, Northern Beaches Council is facing growing pressure to its financial sustainability as increases in rates income, under the NSW rate peg system, have not reflected the rising costs of labour, materials, contracts, and construction.

While our 2024/25 budget forecasts an operating deficit before capital grants and contributions of \$5.1 million, our Long-Term Financial Plan will explore

options to address this imbalance and strengthen our financial capacity.

Our community is at the heart of everything we do, and I have the utmost confidence in our staff and councillors to reach new milestones and celebrate many more achievements for the Northern Beaches in the years ahead.

In September 2024 our community will have the opportunity to vote for their representatives for the next four years in the local government elections. Our current Councillors have progressed a huge number of community initiatives and projects over the last three years and I thank them for their leadership, passion and commitment to our community.

Scott Phillips
Chief Executive Officer

Operational

\$452.1m
Income from continuing operations

-

\$424.9m
Expenses from continuing operations

-

\$32.3m
Capital grant income

=

(\$5.1m)
Operating deficit

Capital works

\$56.4m
New works

+

\$42.9m
Renewal works*

=

\$99.3m
Total works

Loan repayments

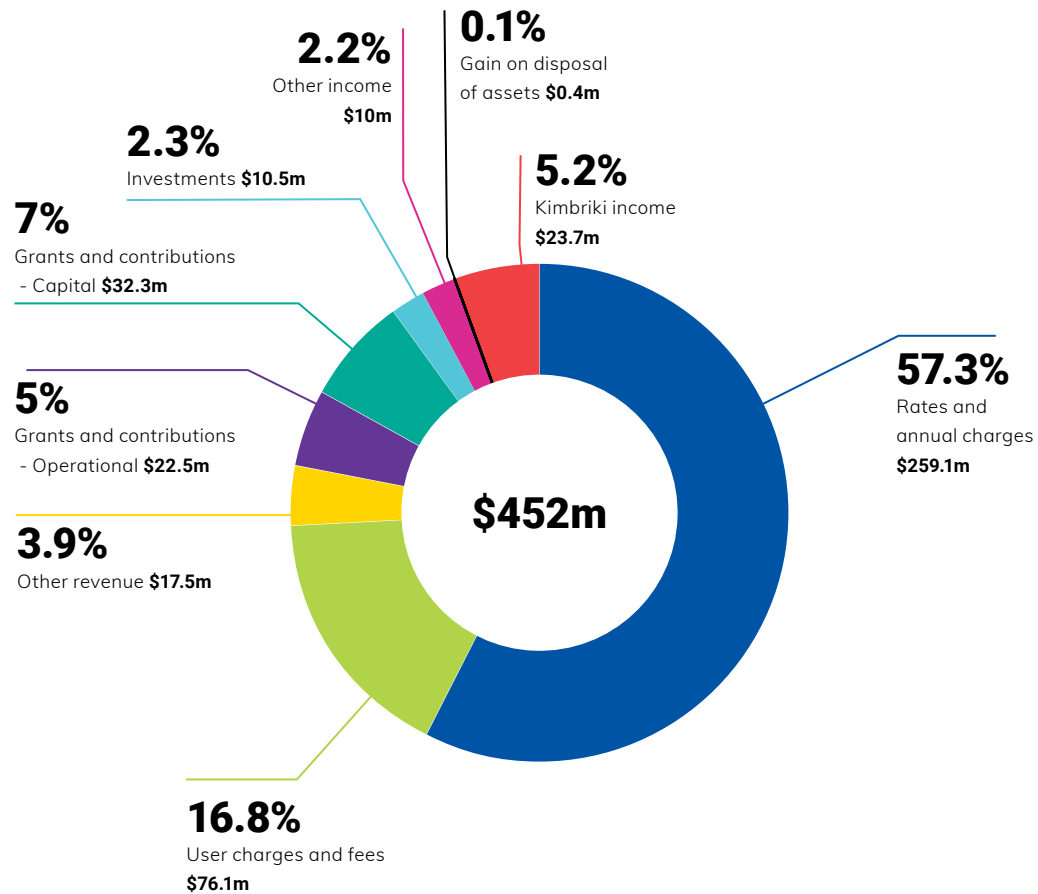
\$2.1m
Loan principal repayments

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

Funding summary for 2024/25

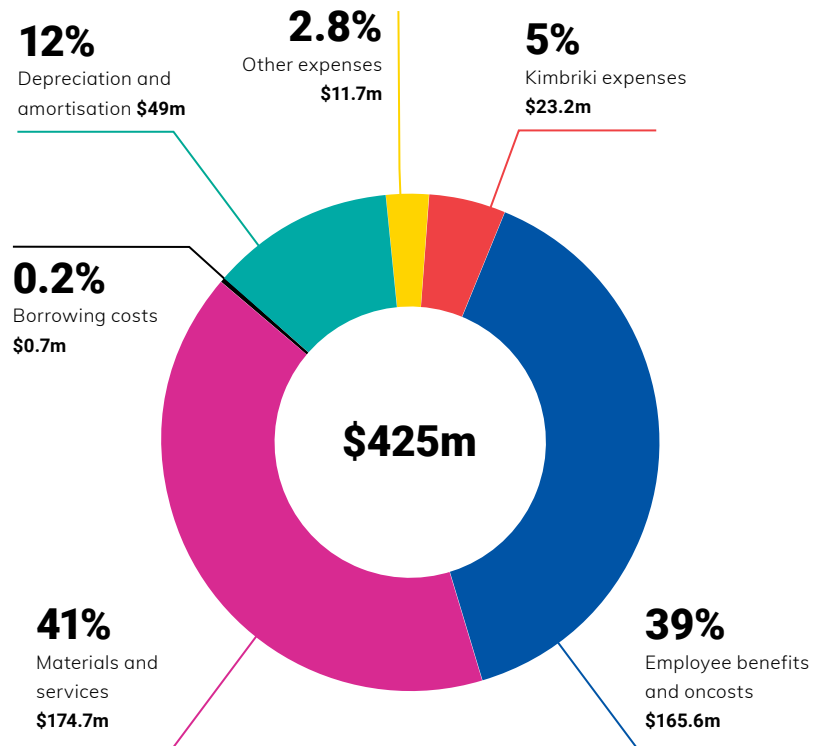
The following charts show the breakdown of funding sources for Council and how the money will be allocated in 2024/25.

Where does the income come from?



Numbers presented may not sum precisely due to rounding

Where is the money spent?



Numbers presented may not sum precisely due to rounding

About the Northern Beaches

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

The LGA is divided into five wards.

Pittwater Ward

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

Frenchs Forest Ward

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

Narrabeen Ward

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

Curl Curl Ward

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

Manly Ward

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



Our community snapshot

Environment



254 km²

Council's area across five wards



114 km²

Bushland surrounds us in three major national parks



91,318 kW

Total solar panels installed in the area (APVI 2022)



10m

Beach visitors annually to 21 patrolled beaches

Economy



54%

Residents work locally (ABS 2021)



65%

Trade or tertiary qualification (ABS 2021)



14%

Residents work in largest category: professional, scientific and technical services (ABS 2021)



34%

Local trips by public transport, walking or cycling (TfNSW 2022-23)

Community



267,921

Population (ERP 2023)



25% + 24%

25% Residents aged under 20, and 24% aged 60+ (ABS 2021)



4% + 11%

4% Need daily help due to age or disability and 11% are unpaid carers (ABS 2021)



16%

Speak a non-English language at home (ABS 2021)



105,016

Dwellings (ABS 2021)



17%

Dwellings are medium density, villas, townhouses or low units (ABS 2021)



27%

Dwellings are high density units 3 storeys or higher (ABS 2021)



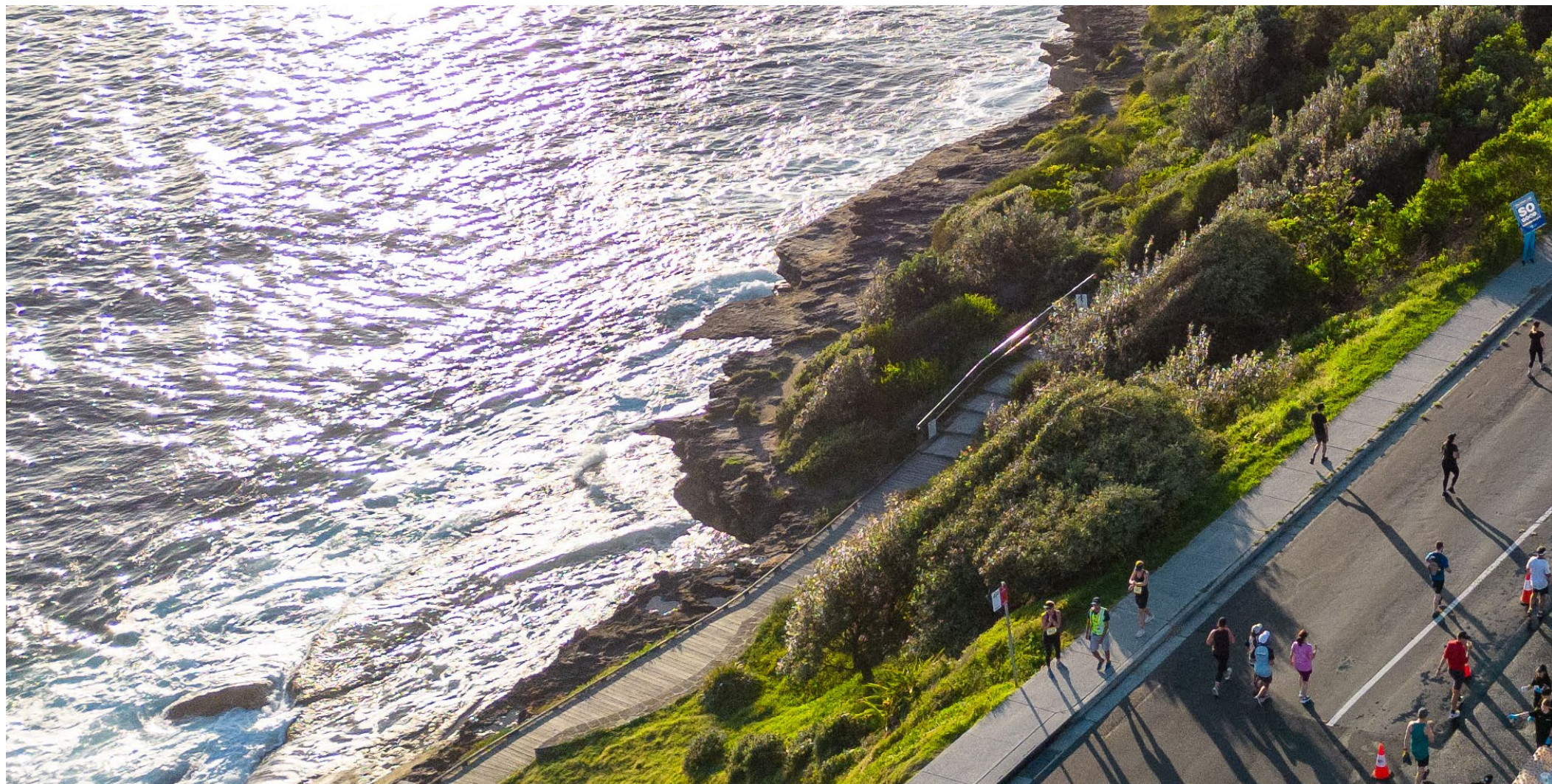
26%

Residents pay rent for their home (ABS 2021)

(ABS) Australian Bureau of Statistics - Census, (APVI) Australian Photo Voltaic Institute, (ERP) Estimated resident population, (HTS) Household Travel Survey

16 **Our community's vision**

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





Our Councillors

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

Curl Curl Ward



Kristyn Glanville
0481 910 045
Kristyn.Glanville@northernbeaches.nsw.gov.au
First elected 2021



Sue Heins (Mayor)
May 2023 - Sep 2024
0427 226 453
Sue.Heins@northernbeaches.nsw.gov.au
First elected 2017



David Walton
0427 741 824
David.Walton@northernbeaches.nsw.gov.au
First elected 2017

Frenchs Forest Ward



Jose Menano-Pires
0481 908 842
Jose.Menano-Pires@northernbeaches.nsw.gov.au
First elected 2021



Michael Regan
8495 6460
Michael.Regan@northernbeaches.nsw.gov.au
First elected 2017



Stuart Sprott
0408 678 480
Stuart.Sprott@northernbeaches.nsw.gov.au
First elected 2017

Manly Ward



Candy Bingham
0418 430 544
Candy.Bingham@northernbeaches.nsw.gov.au
First elected 2017



Sarah Grattan
0427 745 673
Sarah.Grattan@northernbeaches.nsw.gov.au
First elected 2017



Georgia Ryburn (Deputy Mayor)
Sep 2023 - Sep 2024
0481 905 052
Georgia.Ryburn@northernbeaches.nsw.gov.au
First elected 2021

Narrabeen Ward



Bianca Crvelin
0481 917 977
Bianca.Crvelin@northernbeaches.nsw.gov.au
First elected 2021



Vincent De Luca OAM
0427 218 553
Vincent.DeLuca@northernbeaches.nsw.gov.au
First elected 2017



Ruth Robins
0481 914 733
Ruth.Robins@northernbeaches.nsw.gov.au
First elected 2021

Pittwater Ward



Michael Gencher
0481 916 932
Michael.Gencher@northernbeaches.nsw.gov.au
First elected 2021



Miranda Korzy
0481 904 173
Miranda.Korzy@northernbeaches.nsw.gov.au
First elected 2021



Karina Page
0403 961 786
Karina.Page@northernbeaches.nsw.gov.au
First elected 2023

* Councillor Page was appointed based on a countback in 2023 to replace Rory Amon who resigned as a Councillor

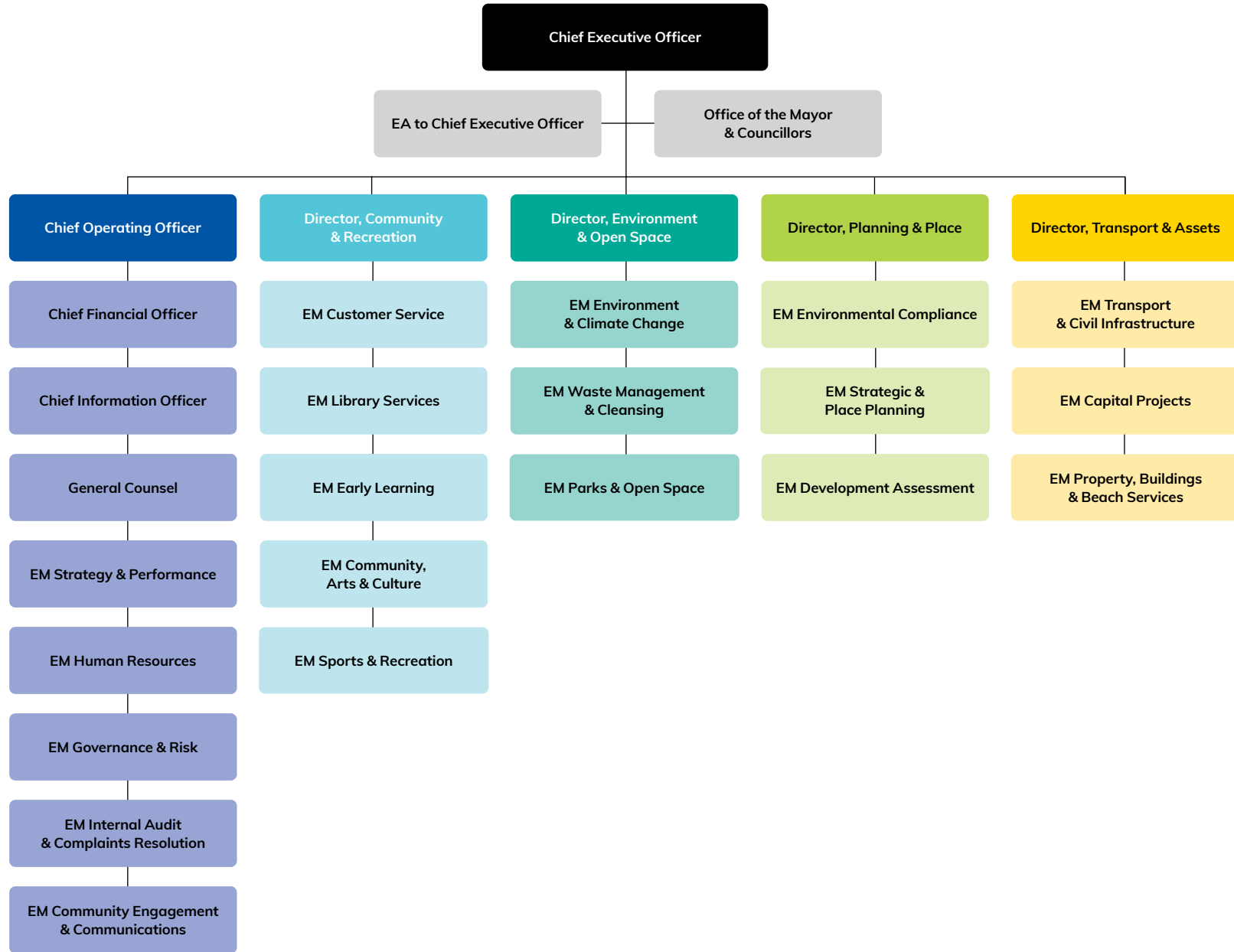
Our organisation

Purpose

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

Structure

Northern Beaches Council is divided into five directorates.





Our Delivery Program



Introduction to the Delivery Program

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

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

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

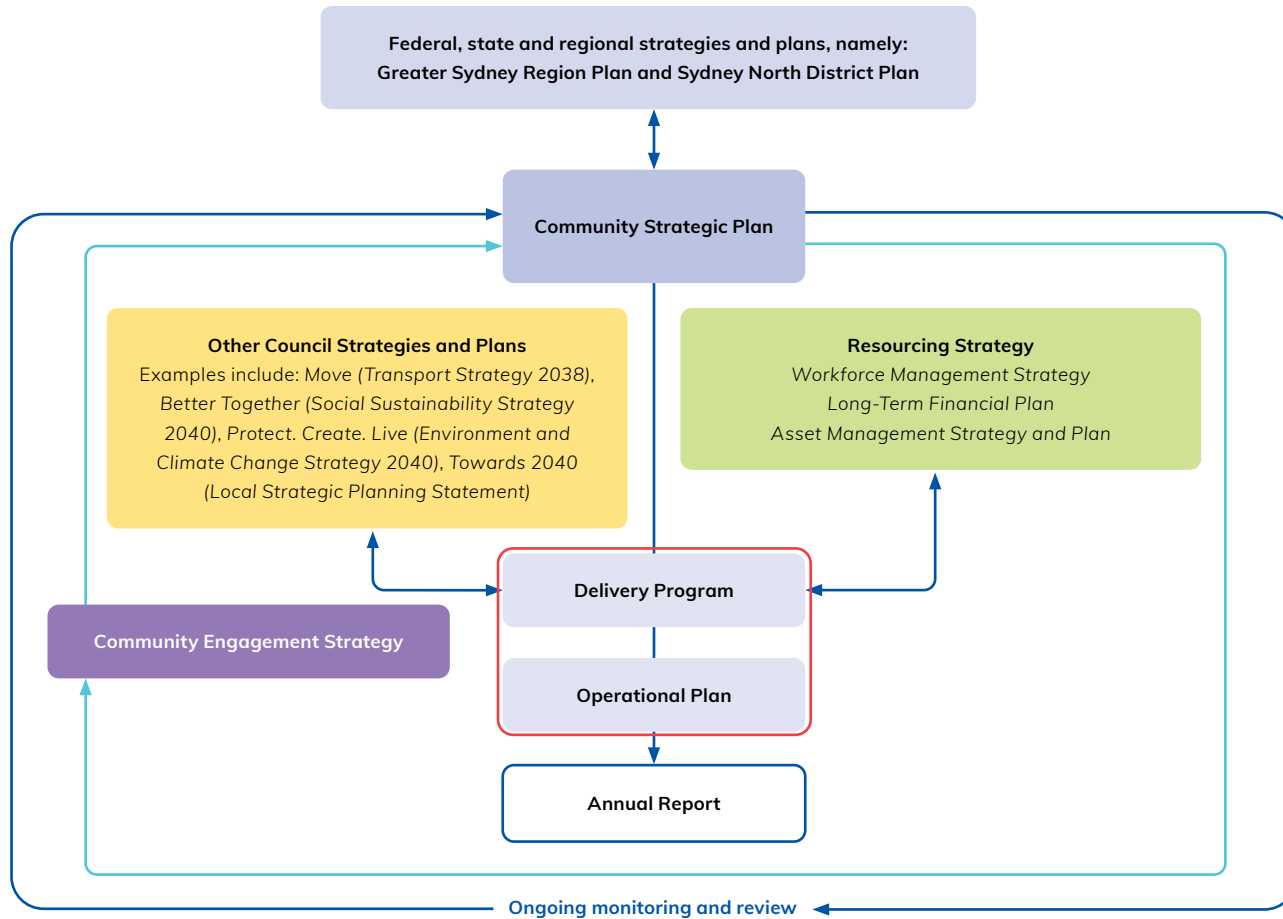
The Delivery Program sits at the heart of our operations. It responds to the goals of the Community Strategic Plan and to other Council strategies and plans. The Delivery Program is also influenced by the Resourcing Strategy, which sets out how our finances, assets and workforce will resource what Council provides.

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

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

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

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



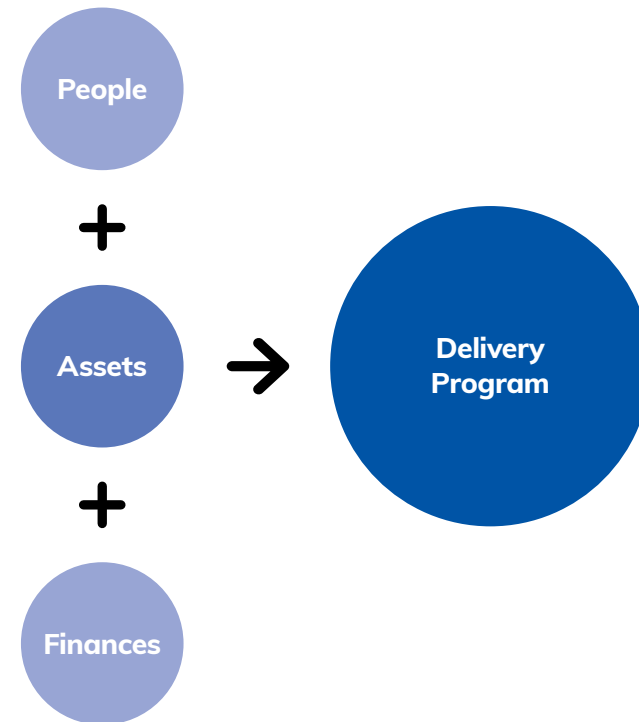
Resourcing our Delivery Program

The Resourcing Strategy is vital as it ensures that Council has capable people, well-managed finances and assets to achieve the Delivery Program commitments, and the longer-term CSP goals underpinning them.

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

- Workforce Management Strategy shapes the capacity and capability of our workforce to deliver quality services and outcomes for you
- Asset Management Strategy and Plan set out how we will maintain our facilities and other assets and create new ones. Given significant weather events over the last couple of years the Asset Management Plan is being revised to look towards impacts on longer-term asset management
- Long-Term Financial Plan, which is revised annually, enables us to deliver services and build financial resilience to be able to withstand future shocks.

The Resourcing Strategy plans ahead for the next 10 years, anticipating the changing demographics and needs of our community, along with other trends and challenges that may impact the services we deliver. The annual Budget is also underpinned by each of the elements of the Resourcing Strategy.



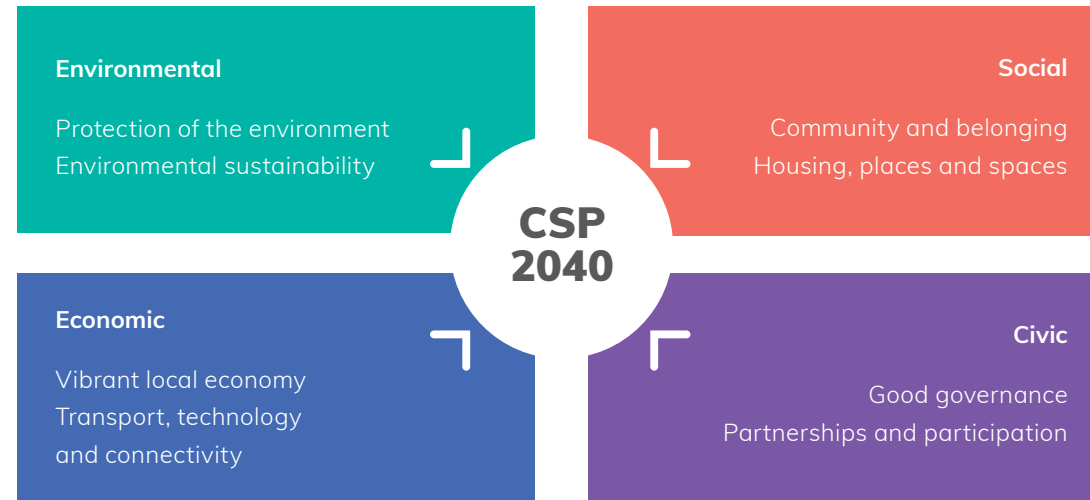
Addressing the Community Strategic Plan outcomes

The CSP has eight outcome areas. The outcomes address the environmental, social, economic and civic priorities of the community, commonly referred to as the 'quadruple bottom line', with a series of goals for each.

This section shows how we will address these outcomes and goals over the next four years. Under the environmental, social, economic and civic priorities it shows Council's key services contributing to the achievements.

There are 16 key services of Council. Each has a service page, which details the principal activities – ongoing services, capital and operational projects that address a variety of CSP goals.

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



Addressing the Community Strategic Plan goals

● Environmental

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

● Social

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

● Economic

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

● Civic

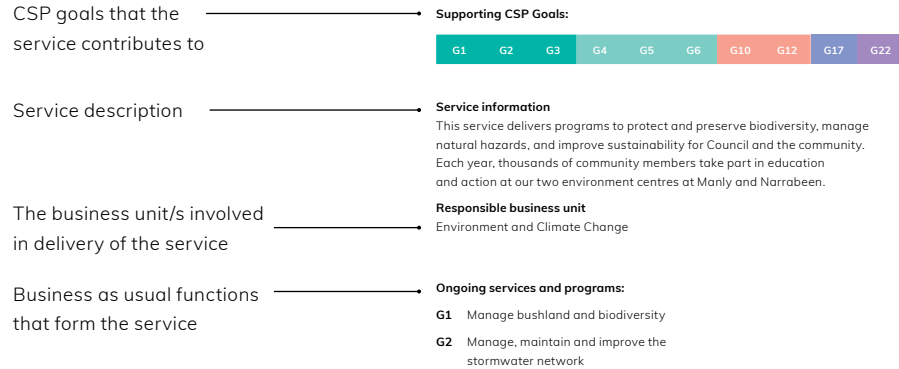
<p>Good governance</p>	<p>Goal 19 Our Council is transparent and trusted to make decisions that reflect the values of the community</p>	<p>Goal 20 Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community</p>
<p>Partnerships and participation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

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

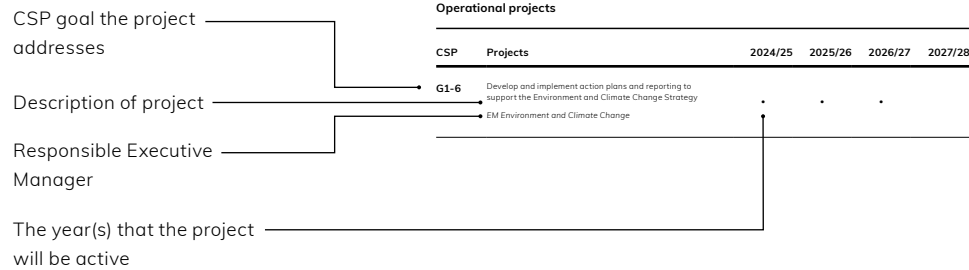
Key Service	CSP Goals												
Environment and sustainability	G1	G2	G3	G4	G5	G6	G10	G17					
Waste and cleansing	G1	G3	G4	G6	G11	G20							
Kimbriki Resource Recovery Centre	G4	G6	G22										
Community, arts and culture	G6	G7	G8	G9	G11	G12	G22						
Children's services	G9	G12											
Library services	G7	G9	G12	G18									
Strategic land use planning	G1	G5	G9	G10	G11	G13	G15	G19	G22				
Development assessment	G5	G19											
Environmental compliance	G1	G5	G8	G12									
Parks and recreation	G3	G5	G8	G11	G12	G15	G20	G22					
Economic development, events and engagement	G7	G9	G11	G12	G13	G14	G15	G20	G21				
Transport, traffic and active travel	G8	G16	G17	G19	G22								
Property and facilities	G2	G3	G5	G6	G8	G9	G11	G12	G15	G19	G20	G22	
Customer service	G20												
Governance and assurance services	G19	G20											
Corporate support services	G5	G18	G19	G20	G21	G22							

How to read the service pages

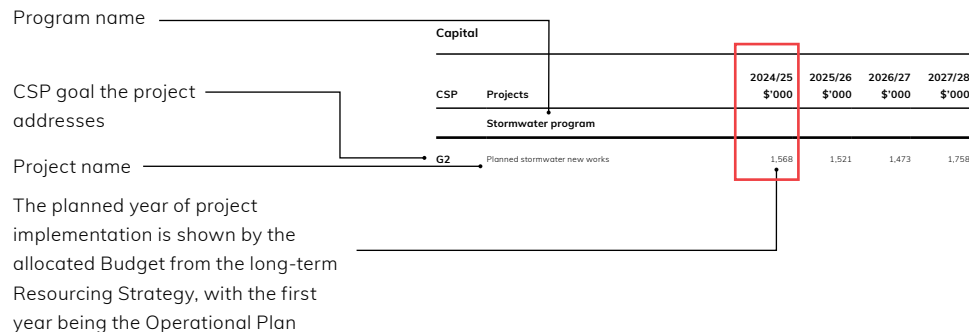
Each key service details what it will deliver and how it is funded.



Operational projects are initiatives designed to improve the services.



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



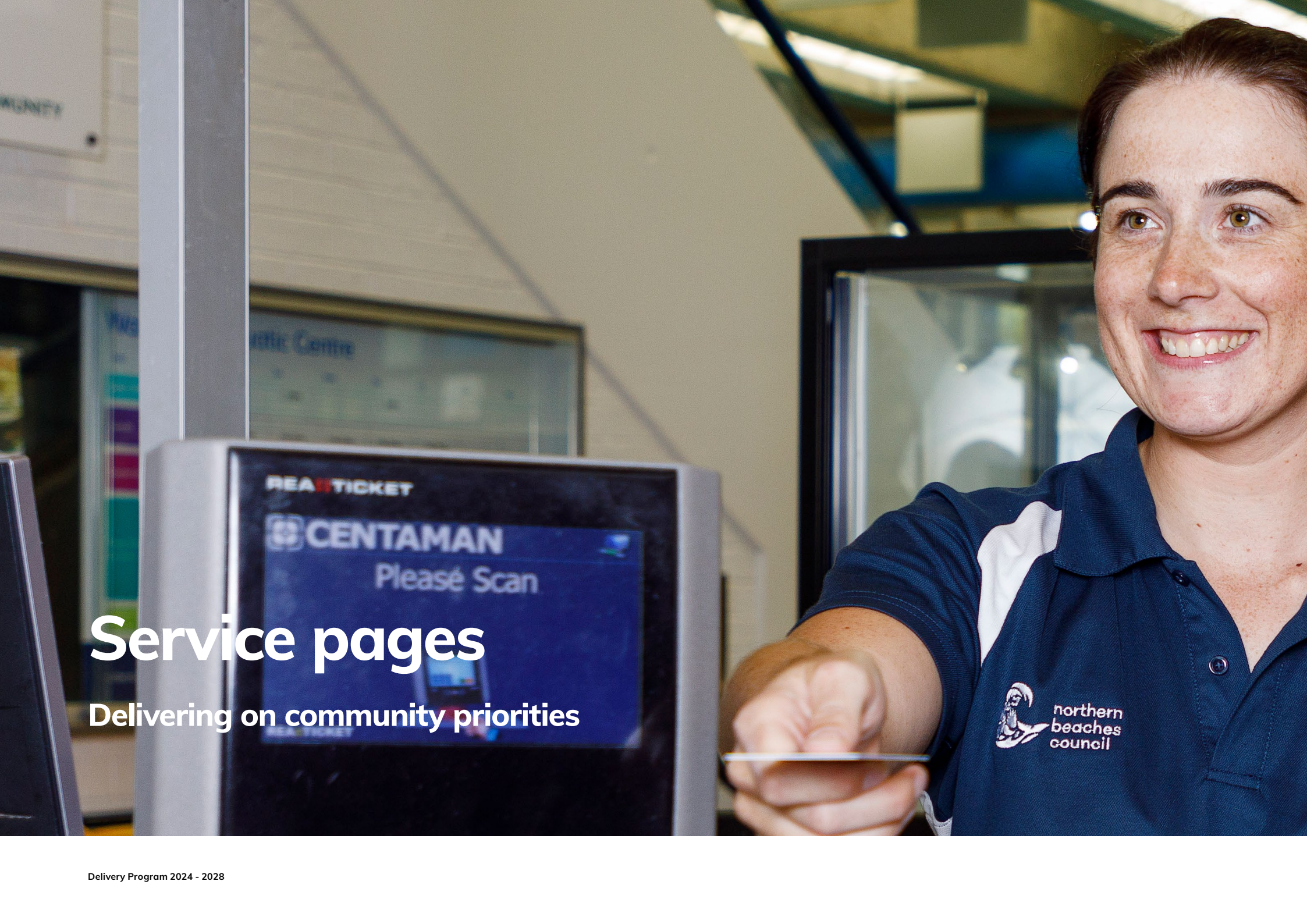
Service measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Total waste from all sources diverted from landfill onsite	80%	82%	82%	Quarterly Annually
Reuse and recycling of household problem waste (tonnes)	-	~*	600	Annually

Service budget

	Original* 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	1,763	2,176	2,248	2,322	2,399
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	1,335	1,941	1,564	2,367	1,395
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	3,098	4,117	3,811	4,688	3,793
Expenses from continuing operations					
Employee benefits and oncosts	(7,901)	(8,940)	(9,265)	(9,601)	(9,950)
Borrowing costs	-	-	-	-	-
Materials and services	(8,295)	(7,787)	(7,595)	(9,036)	(7,774)
Depreciation and amortisation	(7,545)	(7,679)	(7,947)	(8,060)	(8,271)
Other expenses	(6,466)	(6,598)	(6,708)	(6,825)	(6,951)
Internal charges	(2,465)	(2,650)	(2,708)	(2,770)	(2,837)
Overhead allocation	(3,151)	(3,211)	(3,281)	(3,357)	(3,437)
Total expenses from continuing operations	(35,823)	(36,865)	(37,504)	(39,650)	(39,220)
Surplus/(deficit) from continuing operations	(32,725)	(32,748)	(33,692)	(34,961)	(35,426)
Income from capital grants and contributions					
Grants and contributions - capital purposes	1,566	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(31,159)	(32,748)	(33,692)	(34,961)	(35,426)
Rates and annual charges and reserves					
Rates and annual charges	32,725	32,748	33,692	34,961	35,426
Full time equivalent positions (FTE)	74.0	80.7	-	-	-

First year of the plan is the Operational Plan



Service pages

Delivering on community priorities



Delivering on community priorities: Environmental

Community outcome:

Protection of the environment

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

Community outcome:

Environmental sustainability

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

Key services

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





80km

Coastline



17km²

Council bushland



250km

Creek lines



1,460

Native plant species



540

Native animal species



637km

Stormwater pipes



5

Aquatic reserves



296

Environmental volunteers



**981m
annually**

Stormwater networks renewed or upgraded



>18,000

People attend environmental education programs annually



>11 million

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



**>300,000
tonnes**

Waste managed at Kimbriki annually

Environment and sustainability



Supporting CSP Goals:

G1	G2	G3
G4	G5	G6
G10	G17	

Service information

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

This service is also responsible for leading the implementation of the following strategies and plans, endorsed by Council:

- Resilience Strategy
- Environmental and Climate Change Strategy
- Climate change action plan
- Bushland and biodiversity action plan
- Coast action plan
- Waterways and catchments action plan
- Environmental education and sustainable living action plan
- Narrabeen Lagoon Entrance Management Strategy
- Management plans for coastal zones, reserves, local priority weeds, bushfire risk, floodplain risk, threatened species, and stormwater assets.

Responsible business unit

Environment and Climate Change

Ongoing services and programs

- G1** Deliver programs to protect, enhance and manage coast, catchments and waterways

- G1** Manage bushland and biodiversity
- G2** Manage, maintain and improve the stormwater network
- G2** Manage natural hazards including flooding, bushfire, and coastal erosion in consultation with NSW Government agencies, including providing financial assistance for private coastal protection works
- G2** Emergency response through liaison with emergency services
- G3** Support the community and schools on environmental and sustainability projects
- G3** Implement the Threatened Species and Threatened Ecological Communities programs and actions
- G3** Deliver targeted education in environmental protection, sustainability, volunteering and Environment Centre programs in response to community priorities
- G4** Deliver targeted education in environmental protection, sustainability, volunteering and Environment Centre programs in response to community priorities
- G5** Undertake development engineering assessments, reviews, approvals and works
- G5** Provide expert environmental advice in strategic planning, and assessment of development and other applications
- G10**
- G2** Deliver programs to mitigate, adapt and respond to climate change and reduce Council and community resource consumption
- G6**

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G2 G17	Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway <i>EM Environment and Climate Change</i>	•	•	•	•
G2	Develop and review flood, bushfire and coastal management strategies and plans <i>EM Environment and Climate Change</i>	•	•	•	•
G3 G4	Expand and optimise volunteer, sustainability and environment programs in response to community priorities <i>EM Environment and Climate Change</i>	•	•	•	•
G1 G2	Develop and implement a Catchment Rehabilitation Plan <i>EM Environment and Climate Change</i>	•	•	•	•
G6	Develop and implement a Transition from Gas Plan for Council facilities <i>EM Environment and Climate Change</i>	•	•	•	•
G1 - G6	Report on the State of the Northern Beaches Environment <i>EM Environment and Climate Change</i>	•			
G5	Develop a Northern Beaches Recovery Plan <i>Director Environment and Sustainability</i>	•	•		

Capital - new

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Coastal protection works					
G2	Collaroy-Narrabeen coastal protection works	3,776	3,737	3,196	3,000
Stormwater program					
G2	Planned stormwater new works	1,955	1,942	1,930	1,917
G2	Oxford Falls Road west flood mitigation	3,000	-	-	-
Total new works - Environment and sustainability		8,731	5,679	5,126	4,917

Capital - renewal

Stormwater program					
G2	Planned stormwater renewal works	4,060	5,972	6,272	6,429
G2	Reactive stormwater renewal works	1,006	1,029	1,053	1,078
G2	Gross pollutant trap renewal works	102	104	106	109
Water and energy saving initiatives					
G4 G5	Energy savings initiatives program	113	321	321	329
G4 G5	Water saving and re-use initiatives	25	77	86	90
Total renewal works - Environment and sustainability		5,305	7,503	7,838	8,035



Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
No. of sustainability education events	36 av.	40	40	Quarterly
Volunteer bush regeneration (hours)	1,491 (Q1) 1,863 (Q2) 1,559 (Q3) 1,995 (Q4)	1,875 (Q1) 1,575 (Q2) 1,575 (Q3) 1,875 (Q4)	1,875 (Q1) 1,575 (Q2) 1,575 (Q3) 1,875 (Q4)	Quarterly
No. invasive pest animals controlled to protect native flora and fauna	260 av.	125	125	Quarterly
No. attending sustainability education events	18,111	16,000	16,000	Annually
Active bushland management by contractors (ha)	1,225	1,200	1,200	Annually
Stormwater network renewed/upgraded in line with the Asset Management Plan (m)	981	800	800	Annually
Required mitigation activity completed for natural hazards (flood, fire, erosion, landslip)	100%	100%	100%	Annually
Greenhouse Gas emissions by Council (CO ²)	6,033	< 6,000	< 6,000	Annually
Total water use by Council (kL)	442,594	< 463,950*	< 440,910*	Annually
Workload measures				Frequency
Gross pollutants removed from stormwater networks (tonnes)	181 av.	-	-	Quarterly
No. DA referrals for assessment of environmental controls	824 av.	-	-	Quarterly

* based on a rolling average of the last five years' consumption, to account for wet and dry years

Q = Quarterly

Income and expenditure - Environment and sustainability

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	2,293	2,417	2,490	2,565	2,641
Investment fees and revenues	-	3	3	3	3
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	3,638	2,909	3,061	2,075	2,930
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	5,931	5,329	5,554	4,642	5,574
Expenses from continuing operations					
Employee benefits and oncosts	(9,516)	(10,051)	(10,335)	(10,659)	(10,992)
Borrowing costs	-	-	-	-	-
Materials and services	(9,871)	(8,450)	(9,428)	(8,207)	(9,680)
Depreciation and amortisation	(7,252)	(7,425)	(7,666)	(7,912)	(8,037)
Other expenses	(9,358)	(9,554)	(9,193)	(9,423)	(9,659)
Internal charges	(2,797)	(2,837)	(2,908)	(2,981)	(3,056)
Overhead allocation	(3,354)	(3,464)	(3,551)	(3,640)	(3,731)
Total expenses from continuing operations	(42,148)	(41,782)	(43,082)	(42,821)	(45,155)
Surplus/(deficit) from continuing operations	(36,217)	(36,453)	(37,528)	(38,179)	(39,580)

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	1,566	4,690	3,178	1,635	2,000
Surplus/(deficit) from operations including capital grants and contributions	(34,651)	(31,762)	(34,350)	(36,544)	(37,580)
Rates and annual charges and reserves					
Rates and annual charges	36,217	36,375	37,528	38,179	39,580
Tfr (to)/from reserves	-	78	-	-	-
Full time equivalent positions (FTE)	85.1	84.4			

Waste and cleansing



Supporting CSP Goals:

G1	G3	G4
G6	G11	G20

Service information

This service delivers household waste and recyclables collection, as well as processing, recycling and disposal of collected material including bulky goods. The service includes community waste education, behaviour change programs and reuse/recycling events. It also ensures the cleanliness and amenity of public areas through litter removal, beach raking, graffiti removal, street sweeping and removal of illegally dumped rubbish. This service is also responsible for leading the implementation of the following strategies and plans:

- Environment and Climate Change Strategy
- Waste and Circular Economy Strategy 2040
- Environmental Education and Sustainable Living Action Plan
- Event Waste Management Guidelines
- Development Waste Management Guidelines
- NSW Waste and Sustainable Materials Strategy 2041

Responsible business unit

Waste Management and Cleansing

Ongoing services and programs:

- G1** Provide street sweeping, beach raking and removal of litter and illegal dumping
- G3** Manage waste for public functions and events
- G3** Deliver waste education and behaviour change programs to reduce waste and support a circular economy
- G4** Manage waste collection, green waste, recycling services, household bulky goods collection to maximise resource recovery
- G6** Clean public spaces such as pavements, bus shelters and graffiti removal

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G4 G6	Deliver education campaigns to maximise resource recovery from domestic waste, cleansing and litterbin service <i>EM Waste Management and Cleansing</i>	•	•	•	•
G4 G6	Promote innovative opportunities for the community to recycle a broad range of recoverable waste types <i>EM Waste Management and Cleansing</i>	•	•	•	•
G4 G6	Investigate and trial options for increased diversion of organics from red waste bins <i>EM Waste Management and Cleansing</i>	•	•		
G4 G6	Investigate and trial options for a Circular Economy Hub for reuse, repair and recycling <i>EM Waste Management and Cleansing</i>	•	•		

Capital - renewal

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Plant and equipment					
G11 G20	Public place bin enclosures	100	100	100	100
Total renewal works - Waste and cleansing		100	100	100	100

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Reports of missed waste collection and litterbin services	0.17% av.	<0.5%	<0.5%	Quarterly
No. participating in education events on waste and circular economy solutions	5,102 av. 20,410	1,000 5,000	1,000 5,000	Quarterly Annually
Domestic waste diverted from landfill (waste collected from households by Council)	65%	65%	66%	Annually
Domestic waste collected by Council per capita (kg)	411	<420	<410	Annually
Satisfaction with customer requests on the domestic waste service	-*	80%	80%	Annually
Satisfaction with customer requests on cleansing services	80%	80%	80%	Annually

* This is a new measure and historical results are not available

Income and expenditure - Waste and cleansing

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	60	65	67	69	71
Investment fees and revenues	50	52	-	-	-
Other revenues	650	652	668	685	702
Grants and contributions - operating purposes	-	97	99	102	104
Other Income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	759	866	834	856	877
Expenses from continuing operations					
Employee benefits and oncosts	(8,876)	(9,954)	(10,265)	(10,587)	(10,918)
Borrowing costs	(206)	(172)	(136)	(99)	(61)
Materials and services	(54,568)	(56,288)	(59,280)	(61,245)	(62,819)
Depreciation and amortisation	(2,715)	(2,733)	(2,783)	(2,834)	(2,860)
Other expenses	(16)	(16)	(16)	(17)	(17)
Internal charges	(3,226)	(3,453)	(3,539)	(3,628)	(3,718)
Overhead allocation	(1,885)	(1,947)	(1,996)	(2,046)	(2,097)
Total expenses from continuing operations	(71,493)	(74,562)	(78,015)	(80,454)	(82,490)
Surplus/(deficit) from continuing operations	(70,733)	(73,696)	(77,181)	(79,598)	(81,613)

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	-	-	-	-	-
Rates and annual charges and reserves					
Rates and annual charges	70,733	73,696	77,181	79,598	81,613
Transfer (to)/from reserves	-	-	-	-	-
Full time equivalent positions (FTE)	79.6	82.2			

Kimbriki Resource Recovery Centre



Supporting CSP Goals:

G4

G6

G22

Service information

Kimbriki aims to deliver long-term reliable, responsible and sustainable waste management and recycling services to the local community. It receives over 300,000 tonnes of material on site each year and around 80% of this is recycled. There are approximately 5,000 visits each year to the Eco House and Garden for education on sustainability, and 12,500 visits to the Buy Back Centre which sells salvaged building materials and furniture. Kimbriki's social precinct, The Hub, provides workspaces for not-for-profits and charities that promote reuse and recycling.

Responsible business unit

Waste Management and Cleansing

Ongoing services and programs:

- G4** Educate students and the community
- G6** at the Eco-House and Garden as a sustainability hub
- G4** Operate the Kimbriki landfill and
- G22** recycling facility
- G22** Provide community drop-off facilities
- G4** Provide workspaces at The Hub for
- G22** not-for-profits who promote reuse and recycling

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G6	Research and develop improved resource recovery for specific waste types, consistent with the endorsed annual Business Plan <i>Kimbriki Environmental Enterprises</i>	•	•	•	•
G6	Improve on-site systems for more efficient separation of recoverable waste loads <i>Kimbriki Environmental Enterprises</i>	•	•	•	•
G4 G6	Develop and improve waste avoidance, reuse and repair initiatives to enhance social enterprise opportunities <i>Kimbriki Environmental Enterprises</i>	•	•	•	•

Capital - new

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Kimbriki improvements					
G4	Kimbriki gas capture system	75	77	80	82
G4	Kimbriki future cell development	2,676	2,200	2,200	2,200
Total new works - Kimbriki Resource Recovery Centre		2,751	2,277	2,280	2,282

Capital - renewal

Kimbriki improvements					
G4	Kimbriki vehicles	-	146	168	110
G4	Kimbriki renewal program	619	640	660	682
G4	Kimbriki other	75	77	79	82
Total renewal works - Kimbriki Resource Recovery Centre		694	863	907	873



Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Total waste from all sources diverted from landfill on-site	80%	82%	82%	Quarterly Annually
Waste diverted from landfill in the mixed waste section on-site from all sources	7.40%	10%	10%	Quarterly Annually
Compliance with environmental requirements	100%	100%	100%	Annually
Reuse and recycling of household problem waste - paint, e-waste, oil, batteries, fluoro lights etc (t)	630	600	600	Annually

Income and expenditure - Kimbriki Resource Recovery Centre

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000		Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	38,982	39,521	40,509	41,522	42,560	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	675	942	901	931	1,021	Surplus/(deficit) from operations including capital grants and contributions	2,656	3,455	2,995	2,404	3,718
Other revenues	3,852	3,763	3,857	3,954	4,052	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	-	-	-	-	-
Other income	274	274	281	288	295						
Gains on disposal of assets	-	-	-	-	-						
Total income from continuing operations	43,783	44,501	45,549	46,695	47,929						
Expenses from continuing operations											
Employee benefits and oncosts	(5,345)	(5,355)	(5,489)	(5,626)	(5,767)						
Borrowing costs	(2,025)	(2,140)	(2,275)	(2,375)	(2,460)						
Materials and services	(19,658)	(20,104)	(20,852)	(21,442)	(21,901)						
Depreciation and amortisation	(3,784)	(3,778)	(4,028)	(4,690)	(3,671)						
Other expenses	(10,315)	(9,668)	(9,910)	(10,158)	(10,412)						
Internal charges	-	-	-	-	-						
Overhead allocation	-	-	-	-	-						
Total expenses from continuing operations	(41,127)	(41,046)	(42,554)	(44,291)	(44,211)						
Surplus/(deficit) from continuing operations	2,656	3,455	2,995	2,404	3,718						

Delivering on community priorities: Social

Community outcome:

Community and belonging

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

Community outcome:

Housing, places and spaces

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

Services

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





24

Ocean beaches



>790

Environmental health food inspections annually



6

Gallery, art and performance venues



36

Community centres



122

Sportsfields



219

Playgrounds



>2,200

Volunteers



20,190

Meals on Wheels services annually



2

Aquatic centres



>101,000

Visits to gallery, art and performance venues annually



6

Libraries



9

Long day care/ preschool sites

Community, arts and culture



Supporting CSP Goals:

G6	G7	G8
G9	G11	G12
G22		

Service information

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

We work to support and strengthen communities and the social and cultural sectors through the facilitation of programs and services that build the capacity of the community, with a focus on priority populations that include older people, young people, people living with disability, LGBTQIA+ and multicultural communities.

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

This service is also responsible for the implementation of the following strategies and plans:

- Better Together Social Sustainability Strategy
- Community Wellbeing Framework
- Disability Inclusion Action Plan
- Community Safety Plan
- Youth Voice Action Plan
- Multicultural Inclusion Plan

- Arts and Creativity Strategy
 - Coast Walk Public Art Strategic Plan
 - Manly Art Gallery & Museum Fundraising Strategy
- Community Centres Strategy.

Responsible business units

Community, Arts and Culture
Property, Buildings and Beaches
Capital Projects

Ongoing services and programs:

- G7** Undertake strategic social and
- G8** cultural planning
- G9**
- G7** Integrate art into public spaces
- G7** Manage Glen Street Theatre and the Manly Art Gallery and Museum
- G8** Undertake community and cultural development and coordinate grant programs
- G8** Coordinate the Community Safety
- G9** Advisory Committee and support initiatives in community safety

- G8** Coordinate initiatives that encourage
- G9** volunteering within Council and the community
- G8** Provide youth and family counselling
- G9** services
- G8** Coordinate the Youth Advisory Group
- G9** and provide skills development opportunities
- G8** Manage Meals on Wheels services
- G9** for seniors and people with disability
- G8** Provide community information and
- G9** referrals
- G11** Plan for community centres and
- G22** public spaces that meet the changing needs of the population
- G11** Plan for community centres and
- G22** public spaces that meet the changing needs of the population
- G11** Provide accessible community
- G22** centres and hubs, partnering with service providers, local community groups and individuals
- G11** Collaborate with local groups,
- G22** services and networks to improve service provision and social outcomes for the community

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G7 G8 G9	Develop the Community Connection Project <i>EM Community Arts and Culture</i>	•	•		
G7 G8 G9	5 year review of Better Together Social Sustainability Strategy 2040 <i>EM Community Arts and Culture</i>		•	•	
G8	Living in Place and State of Wellbeing Report <i>EM Community Arts and Culture</i>	•		•	
G6 G7	Develop Collective for Environmental Art and Design (CEAD) <i>EM Community Arts and Culture</i>	•			
G8 G9	Review of the Disability Inclusion Action Plan <i>EM Community Arts and Culture</i>			•	

Capital - new

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Community centre improvements					
G7 G12	Warriewood Valley Community Centre	15,876	515	-	-
Cultural improvements					
G7 G12	Coast walk - art trail	419	343	-	-
Total new works - Community, arts and culture		16,294	858	-	-

Capital - renewal

Community centre improvements					
G12	Community buildings works program	-	1,407	1,645	1,964
G12	Community centres minor works program	-	168	172	176
Cultural improvements					
G12	Glen Street Theatre - renewal works	425	149	150	153
G7 G12	Creative Arts Space - Mona Vale Design Works	100	-	-	-
Total renewal works - Community, arts and culture		525	1,725	1,967	2,293

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Community centres: no. bookings	9,119 (Q1) 8,585 (Q2) 8,390 (Q3) 9,493 (Q4)	9,270 (Q1) 8,450 (Q2) 7,500 (Q3) 9,000 (Q4)	9,270 (Q1) 8,450 (Q2) 7,500 (Q3) 9,000 (Q4)	Quarterly
No. meal services	5,048 av. 20,190	4,500 18,000	5,000 20,000	Quarterly Annually
No. volunteers who actively participate in ongoing Council programs	558 av. 2,233	650 1,500	650 1,500	Quarterly Annually
Community centres: no. people attending	1,034,284	1,000,000	1,000,000	Annually
Community centres: hirer satisfaction (mean score out of five)	4.36	4	4	Annually
No. sessions of youth and family counselling	829	850	850	Annually
No. participants in community development programs and projects	9,629	8,500	8,500	Annually
No. attending arts and culture events/performances	101,408	105,000	105,000	Annually
No. networks and partnerships with community groups/organisations	31	25	25	Annually
Workload measures				Frequency
No. information and referral enquiries	449	-	-	Annually

Q = Quarterly

Income and expenditure - Community, arts and culture

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	4,450	5,038	5,189	5,345	5,505
Investment fees and revenues	-	-	-	-	-
Other revenues	814	995	1,020	1,046	1,072
Grants and contributions - operating purposes	679	654	671	688	705
Other income	43	83	80	82	84
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	5,986	6,770	6,960	7,160	7,366
Expenses from continuing operations					
Employee benefits and oncosts	(7,421)	(7,754)	(7,997)	(8,247)	(8,505)
Borrowing costs	-	-	-	-	-
Materials and services	(3,229)	(3,783)	(3,878)	(3,975)	(4,074)
Depreciation and amortisation	(621)	(658)	(679)	(700)	(711)
Other expenses	(578)	(499)	(512)	(525)	(538)
Internal charges	(55)	(63)	(64)	(66)	(68)
Overhead allocation	(858)	(886)	(908)	(931)	(954)
Total expenses from continuing operations	(12,762)	(13,644)	(14,038)	(14,443)	(14,850)
Surplus/(deficit) from continuing operations	(6,775)	(6,873)	(7,078)	(7,283)	(7,484)

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	50	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(6,775)	(6,823)	(7,078)	(7,283)	(7,484)
Rates and annual charges and reserves					
Rates and annual charges	6,668	6,807	7,012	7,229	7,479
Transfer (to)/from reserves	108	66	66	55	5
Full time equivalent positions (FTE)	57.8	58.2			

Children's services



Supporting CSP Goals:

G9

G12

Service information

This service provides early learning for young children at nine locations across the Northern Beaches. This includes long day care and pre-school, supporting family day care at up to 50 locations and school holiday programs for primary school children at three locations. The service is also responsible for the implementation of the *Children's Services Strategy*.

Responsible business units

Early Learning
Property, Buildings and Beaches

Ongoing services and programs:

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

Capital - renewal

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Children's services					
G12 G9	Children's centres works program	-	166	170	174
Total renewal works - Children's services		-	166	170	174

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
No. children attending long day care programs	762 av.	700	700	Quarterly
No. children attending family day care programs	328 av.	340	340	Quarterly
No. children attending preschool programs	204 av.	150	150	Quarterly
No. children attending vacation care programs	433 (Q1) 421 (Q2) 709 (Q3) 471 (Q4)	350 (Q1) 350 (Q2) 525 (Q3) 350 (Q4)	350 (Q1) 350 (Q2) 525 (Q3) 350 (Q4)	Quarterly
No. additional needs and diverse socio-disadvantaged children enrolled in childcare services	91	60	60	Annually
Childcare services that meet/exceed standard for the National Quality Framework	100%	100%	100%	Annually
Parent satisfaction with Children's Services (client survey of family and long day care, vacation care and preschool)	94%	80%	80%	Annually

Q = Quarterly



Income and expenditure - Children's services

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	14,740	15,819	16,293	16,782	17,286
Investment fees and revenues	-	-	-	-	-
Other revenues	4	3	3	3	3
Grants and contributions - operating purposes	2,416	3,052	3,128	3,206	3,286
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	17,160	18,874	19,425	19,992	20,576
Expenses from continuing operations					
Employee benefits and oncosts	(13,666)	(15,128)	(15,601)	(16,090)	(16,593)
Borrowing costs	(6)	(6)	(5)	(4)	(4)
Materials and services	(2,062)	(2,221)	(2,263)	(2,306)	(2,350)
Depreciation and amortisation	(54)	(54)	(54)	(54)	(54)
Other expenses	-	-	-	-	-
Internal charges	(584)	(591)	(606)	(621)	(637)
Overhead allocation	(787)	(810)	(830)	(851)	(872)
Total expenses from continuing operations	(17,159)	(18,810)	(19,360)	(19,927)	(20,510)
Surplus/(deficit) from continuing operations	1	64	65	65	65

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	1	64	65	65	65
Rates and annual charges and reserves					
Rates and annual charges	-	-	-	-	-
Full time equivalent positions (FTE)	123.3	123.2			

Library services



Supporting CSP Goals:

G7	G9
G12	G18

Service information

There are six branch libraries and five community libraries within the library service, providing a range of physical and digital collections that support literacy and lifelong learning. Library services also support the delivery of inclusive and diverse events, programs and services that support community connection, digital literacy and wellbeing for all members of our community. This service is also responsible for the implementation of the Library strategy.

Responsible business units

Library Services
Property, Buildings and Beaches

Ongoing services and programs:

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

G7 Financially assist and support five
G9 community library services
G12

G9 Manage physical collections, online
G18 collections and databases

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

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

G7 Focus on youth engagement and
G9 activities

G9 Provide volunteering opportunities

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G12	Review and implement opportunities for 24/7 access to the physical library space EM Library Services	•	•	•	•

Capital - new

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Community space and learning					
G7 G12	Library local priority grant purchases	169	36	36	36
Library upgrades					
G7 G12	Mona Vale Library - Upgrades and New Works	140	-	-	-
Total new works - Library services		309	36	36	36

Capital - renewal

Community space and learning					
G9	Library books - replacement	799	752	771	790
Library upgrades					
G12	Library buildings works program	-	161	169	173
Total renewal works - Library services		799	913	940	963



Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
No. library programs and activities	473 av. 1,891	400 1,600	400 1,600	Quarterly Annually
No. of physical visits to libraries	198,103 av. 792,413	175,000 700,000	175,000 700,000	Quarterly Annually
No. Home Library Service customers	524 av.	525	525	Quarterly
Satisfaction with library programs	96%	80%	80%	Annually
Satisfaction with Home Library Service	99%	80%	80%	Annually
Workload measures				Frequency
No. of events, programs and exhibitions that celebrate and reflect our commitment to diverse and inclusive programming	-*	-	-	Quarterly
	-*	-	-	Annually

* New measure, no historical results available

Income and expenditure - Library services

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	121	128	132	136	140
Investment fees and revenues	-	-	-	-	-
Other revenues	131	133	134	134	135
Grants and contributions - operating purposes	826	826	847	868	889
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	1,078	1,087	1,113	1,138	1,165
Expenses from continuing operations					
Employee benefits and oncosts	(8,056)	(8,395)	(8,658)	(8,929)	(9,208)
Borrowing costs	-	-	-	-	-
Materials and services	(1,423)	(1,603)	(1,643)	(1,734)	(1,827)
Depreciation and amortisation	(2,001)	(2,062)	(2,128)	(2,196)	(2,231)
Other expenses	(118)	(129)	(132)	(135)	(139)
Internal charges	(88)	(87)	(90)	(92)	(94)
Overhead allocation	(976)	(1,005)	(1,030)	(1,055)	(1,082)
Total expenses from continuing operations	(12,661)	(13,280)	(13,680)	(14,141)	(14,580)
Surplus/(deficit) from continuing operations	(11,583)	(12,193)	(12,567)	(13,002)	(13,415)

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	169	169	36	36	36
Surplus/(deficit) from operations including capital grants and contributions	(11,414)	(12,024)	(12,532)	(12,967)	(13,380)
Rates and annual charges and reserves					
Rates and annual charges	11,583	12,193	12,567	13,002	13,415
Full time equivalent positions (FTE)	79.6	80.7			

Strategic land use planning



Supporting CSP Goals:

G1	G5	G9
G10	G11	G13
G15	G19	G22

Service information

This service sets the land-use planning direction for the local government area via the Local Strategic Planning Statement (LSPS) – Towards 2040. Council is responsible for the preparation and maintenance of local environmental plans and development control plans for the Northern Beaches. We prepare structure plans and place plans to manage growth and development,

along with responsibility for Council's development contribution framework, European heritage management, Aboriginal heritage management, urban design, and assessment of planning proposals.

The service is also responsible for leading the implementation of the following strategic documents endorsed by Council:

- LSPS Towards 2040
- Avalon Place Plan
- Brookvale Structure Plan
- Local Housing Strategy
- Affordable Housing Policy
- Affordable Housing Contribution Scheme
- Frenchs Forest Contribution Plan
- Frenchs Forest Hospital Precinct Plan
- Warriewood Valley Contributions Plan
- Northern Beaches Contributions Plan
- Planning Agreement Policy
- Public Space Vision and Design Guidelines.

Responsible business unit

Strategic and Place Planning

Ongoing services and programs:

- G5** Develop land use planning policies to
- G13** guide development
- G10** Assess planning proposals
- G5** Manage local environmental plans and development control plans
- G10** Prepare and update contribution plans
- G5** Protect Aboriginal and non-
- G9** Aboriginal heritage including providing a local heritage grant program
- G1** Protect environmental heritage
- G5**
- G10** Strategic and land use planning
- G11** including urban design
- G10** Prepare place plans and structure
- G11** plans
- G22** Advocate for community needs with NSW Planning, Industry and Environment and other stakeholders
- G19** Provide planning certificates

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G5 G10	Prepare Northern Beaches Local Environmental Plan, Development Control Plan and associated studies	•	•		
G11					
G13					
G15	<i>EM Strategic and Place Planning</i>				
G11	Develop place plan for Mona Vale	•			
G13					
G15	<i>EM Strategic and Place Planning</i>				
G11	Develop place plan for Manly	•			
G13					
G15	<i>EM Strategic and Place Planning</i>				
G5 G9	Prepare a Modern Heritage Study	•			
	<i>EM Strategic and Place Planning</i>				
G10	Review of the Affordable Housing Policy	•			
	<i>EM Strategic and Place Planning</i>				
G5 G10	Review the Local Strategic Planning Statement				
G11			•	•	
G13					
G15	<i>EM Strategic and Place Planning</i>				

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Planning proposals assessed in accordance with state government timeframes*:	33%	80%	80%	Annually
• basic proposal within 80 working days				
• standard proposal within 95 working days				
• complex proposal within 120 working days				

* Measured from lodgement of the planning proposal with Council via the Planning Portal to Council decision on whether the proposal should proceed for a gateway determination.



Income and expenditure - Strategic land use planning

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	1,206	1,175	1,210	1,247	1,284
Investment fees and revenues	-	-	-	-	-
Other revenues	-	-	-	-	-
Grants and contributions - operating purposes	341	374	383	393	403
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	1,547	1,549	1,594	1,639	1,687
Expenses from continuing operations					
Employee benefits and oncosts	(5,066)	(5,436)	(5,606)	(5,781)	(5,962)
Borrowing costs	-	-	-	-	-
Materials and services	(704)	(656)	(672)	(689)	(706)
Depreciation and amortisation	(55)	(55)	(57)	(59)	(60)
Other expenses	(728)	(763)	(782)	(802)	(822)
Internal charges	(233)	(244)	(251)	(257)	(263)
Overhead allocation	(450)	(466)	(478)	(490)	(502)
Total expenses from continuing operations	(7,237)	(7,620)	(7,846)	(8,078)	(8,315)
Surplus/(deficit) from continuing operations	(5,689)	(6,071)	(6,252)	(6,438)	(6,629)

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	7,668	7,198	9,228	7,056
Surplus/(deficit) from operations including capital grants and contributions	(5,689)	1,596	946	2,790	427
Rates and annual charges and reserves					
Rates and annual charges	5,281	5,705	5,857	6,168	6,531
Transfer (to)/from reserves	409	367	395	270	98
Full time equivalent positions (FTE)	33.9	34.4			

Development assessment



Supporting CSP Goals:

G5

G19

Service information

Assessment of development applications, modifications and reviews of determinations as required under the Environmental Planning and Assessment Act to deliver a high standard of built form outcomes in a transparent and efficient manner. The Development Advisory Service is also provided to assist applicants in preparing and lodging applications and the provision of general planning advice to our community.

Responsible business unit

Development Assessment

Ongoing services and programs:

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

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Average time to determine 90% of applications - development applications, modification applications and review applications (days)	61	< 75	< 75	Quarterly Annually
Outstanding development applications, modification applications and review applications older than 100 days	25%	≤ 20%	≤ 20%	Quarterly



Income and expenditure - Development assessment

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000		Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	3,688	3,895	4,012	4,132	4,256	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(3,791)	(3,917)	(4,035)	(4,156)	(4,280)
Other revenues	-	-	-	-	-	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	3,711	3,917	4,035	4,156	4,280
Other income	-	-	-	-	-	Transfer (to)/from reserves	80	-	-	-	-
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	47.6	47.6			
Total income from continuing operations	3,688	3,895	4,012	4,132	4,256						
Expenses from continuing operations											
Employee benefits and oncosts	(5,757)	(6,113)	(6,304)	(6,502)	(6,705)						
Borrowing costs	-	-	-	-	-						
Materials and services	(764)	(724)	(742)	(761)	(780)						
Depreciation and amortisation	(87)	(82)	(85)	(88)	(90)						
Other expenses	-	-	-	-	-						
Internal charges	(191)	(190)	(194)	(199)	(204)						
Overhead allocation	(681)	(703)	(720)	(738)	(757)						
Total expenses from continuing operations	(7,480)	(7,812)	(8,047)	(8,288)	(8,536)						
Surplus/(deficit) from continuing operations	(3,791)	(3,917)	(4,035)	(4,156)	(4,280)						

Environmental compliance



Supporting CSP Goals:

G1	G5	G8
G12		

Service information

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

Responsible business unit

Environmental Compliance

Ongoing services and programs:

- G1** Investigation and enforcement of
- G5** illegal land use and building works
- G1** Investigation and enforcement of pollution and illegal dumping concerns
- G1** Inspecting wastewater systems
- G8** Deliver fire safety inspection programs
- G8** Certification services for buildings and swimming pool barriers
- G8** Protecting public health through proactive inspections in food safety, liquor licensing, skin penetration, public swimming pools and cooling towers
- G8** Environmental compliance advice and education initiatives, including food safety and environmental management
- G5** Investigating complaints on pollution,
- G8** noise, parking, companion animals and abandoned articles
- G12** Manage companion animals, including dog attacks, community education, registration/certification inspections, and patrolling off and on-leash prohibited dog areas

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
High-risk food premises are inspected annually	87%	100%	100%	Annually
Respond to critical and high-risk public safety and environmental concerns within 24 hours	-*	-*	100%	Quarterly Annually
Follow up outstanding Local Government Act and Environment Planning & Assessment Act notices and orders at 60 days	-*	-*	90%	Quarterly Annually
No. proactive companion animal patrols	45	-†	135	Annually
No. proactive animal education sessions	Nil	-*	4	Annually

* New measure, historical data not available and/or no target 2023/24

† previously a workload measure, no target 2023/24



Income and expenditure - Environmental compliance

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	2,468	2,526	2,602	2,680	2,761
Investment fees and revenues	-	-	-	-	-
Other revenues	8,735	7,675	7,675	7,675	7,675
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	11,203	10,201	10,277	10,355	10,435
Expenses from continuing operations					
Employee benefits and oncosts	(10,716)	(11,742)	(12,110)	(12,489)	(12,880)
Borrowing costs	-	-	-	-	-
Materials and services	(2,023)	(1,655)	(1,696)	(1,738)	(1,782)
Depreciation and amortisation	(169)	(172)	(178)	(184)	(186)
Other expenses	(2)	(2)	(2)	(2)	(2)
Internal charges	(762)	(739)	(758)	(777)	(796)
Overhead allocation	(1,130)	(1,165)	(1,194)	(1,224)	(1,255)
Total expenses from continuing operations	(14,803)	(15,475)	(15,937)	(16,413)	(16,900)
Surplus/(deficit) from continuing operations	(3,600)	(5,273)	(5,660)	(6,058)	(6,465)

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(3,600)	(5,273)	(5,660)	(6,058)	(6,465)
Rates and annual charges and reserves					
Rates and annual charges	3,600	5,273	5,660	6,058	6,465
Full time equivalent positions (FTE)	99.4	99.6			

Parks and recreation



Supporting CSP Goals:

G3	G5	G8
G11	G12	G15
G20	G22	

Service information

This service manages and maintains recreational open spaces including playgrounds, sportsfields, trails, rockpools, skate facilities, sports courts, public golf courses, town and village centres, dog off-leash areas and gardens and parks including Manly Warringah War Memorial (Manly Dam) and Narrabeen Lagoon State Parks.

The service is also responsible for tree management and lifeguards as well as implementing the following strategies and plans:

- Sportsground Strategy
- Open Space and Recreation Strategy and Action Plan
- Tree Canopy Plan
- Plans of management for various reserves
- Place plans and masterplans for various town centres and reserves.

Responsible business units

Parks and Open Space
Property, Buildings and Beaches
Capital Projects

Ongoing services and programs:

- G5** Manage trees on public land, requests for pruning or removal of trees on private land, and the planting of 5,000 trees per annum on public land
- G8** Provide a professional beach lifeguard service
- G11** Manage and maintain commercial centres and town villages
- G12** Implement strategies, policies and plans for sports, recreation and open space, including plans of management, masterplans and place plans
- G12** Manage and maintain open spaces such as sportsgrounds, parks, playgrounds, skate parks, walking trails, rockpools and beaches
- G12** Manage open space bookings, licences and leases of sportsfields and facilities
- G22** Administer the Sports and Recreation Infrastructure Grants Program
- G12** Develop strategies, policies and plans for sports, recreation and open space, including plans of management and master plans
- G20**

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G12	Develop the Indoor Sport and Recreation Strategy and Action Plan <i>EM Parks and Open Space</i>	•			
G12	Install lighting and irrigation at Freshwater High School sportsfield <i>EM Parks and Open Space</i>	•			
G12	Partner with the Department of Education to deliver community sports facilities at Forest High School <i>EM Parks and Open Space</i>		•		
G12	Develop Generic Parks and Sportsgrounds Plan of Management (including Crown Land) <i>EM Parks and Open Space</i>	•	•	•	
G12	Develop Governor Phillip Park Plan of Management <i>EM Parks and Open Space</i>	•	•		
G12	Develop Deep Creek Plan of Management <i>EM Parks and Open Space</i>	•	•		
G5 G12	Undertake an audit of public trees in priority areas and implement tree masterplans <i>EM Parks and Open Space</i>	•			
G5 G12	Implement a standard tree valuation methodology to guide decisions about the protection of trees <i>EM Parks and Open Space</i>	•			
G2 G12	Stabilisation of slope at Cheryl Crescent Reserve <i>EM Parks and Open Space</i>	•			
G3 G8 G12	Harmonisation of the Dog Control and Management Policies <i>EM Parks and Open Space</i>	•	•		

Capital - new

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Foreshore and building improvements					
G12	Freshwater Beach masterplan implementation	1,525	-	-	-
G12	Manly Life Saving Club	500	3,550	6,300	-
G12	Clontarf masterplan implementation	40	550	1,500	-
G12	Little Manly Beach Masterplan Implementation	229	-	-	-
Playground improvements					
G12	Dee Why Beach (Michaela Howie) Playground Upgrade	456	-	-	-
G12	Parkes Reserve, Collaroy Plateau playground	-	-	150	-
G12	Outdoor Gyms - Dee Why and Manly Beach	100	230	-	-
G12	Aranda Reserve, Frenchs Forest playground upgrade	15	-	-	-
Recreational trails					
G12	Manly Dam boardwalk	2,500	-	-	-
G12	Manly Dam mountain bike trail upgrade	230	-	-	-
G12	Bridle Trail	50	-	-	-
Reserve and park improvements					
G12	Warriewood Valley - public space and recreation	255	3,623	-	-

Capital - new cont

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
G12	Reserve - new pathway and lighting program	-	-	300	300
G12	Frenchs Forest Precinct park upgrades	2,000	2,541	-	-
G12	Beverly Job Reserve, Narraweena youth space	70	-	-	-
G12	Ivanhoe Park Masterplan Implementation	-	-	500	-
G12	Governor Phillip Reserve masterplan implementation	-	100	750	1,250
G12	North Narrabeen Reserve masterplan implementation	-	-	110	1,050
G12	Catherine Park, Scotland Island	-	50	250	200
G12	Swaine Reserve, Balgowlah	50	-	-	-
Sportsgrounds improvements					
G12	Sports club capital assistance program	100	100	100	100
G12	Warringah Recreation Centre, North Manly upgrades	1,500	5,203	-	-
G12	Seaforth Bike Park	150	350	-	-
G12	New Basketball Facilities	200	-	-	-
G12	Seaforth Oval Cricket Turf Wicket Installation	220	-	-	-
Town centre and village upgrades					
G11 G15	Commercial centre upgrade program	-	1,000	1,000	1,000
Total new works - Parks and recreation		10,191	17,297	10,960	3,900

Capital - renewal

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Foreshore and building improvements					
G12	Foreshores renewal program	538	1,810	2,130	1,601
G12	Rockpool renewal program	893	741	910	719
G12	Dinghy storage	40	40	40	40
G12	Tidal pools refurbishment	787	50	500	513
G12	Surf Life Saving Club minor renewal works	1,050	1,065	1,000	1,025
G12	South Collaroy foreshore renewal	1,000	-	-	-
Playground improvements					
G12	Playground renewal program	605	773	1,033	1,039
Recreational trails					
G12	Recreational trails renewal program	453	180	420	489
Reserves and parks improvements					
G12	Reserves renewal program	368	634	662	674
Sportsgrounds improvements					
G12	Sportsfield renewal program	1,325	1,630	1,445	1,789
Town centre and village upgrades					
G12	Commercial centre renewal	499	1,114	818	1,294
G11	Balgowlah commercial centre renewal	-	-	460	-
Total renewal works - Parks and recreation		7,559	8,036	9,418	9,183

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Rockpools cleaned weekly during summer season and every two weeks outside of summer	97%	95%	95%	Quarterly Annually
Sportsfields mowed weekly in summer playing season and monthly in winter	98%	95%	95%	Quarterly Annually
Number of trees planted on public land per year	5,102	5,000	5,000	Annually
Availability of sportsfields out of school hours (playing hours/week)	4,579	4,800	4,600	Annually
Workload measures				Frequency
Number of preventative actions by professional lifeguards on patrolled beaches	57,613(Q) 230,452 (A)	-	-	Quarterly Annually

Q = Quarterly
A = Annually



Income and expenditure - Parks and recreation

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	2,465	2,631	2,710	2,791	2,875
Investment fees and revenues	-	-	-	-	-
Other revenues	560	618	634	650	666
Grants and contributions - operating purposes	662	148	152	156	160
Other income	3	3	3	3	3
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	3,690	3,400	3,499	3,600	3,704
Expenses from continuing operations					
Employee benefits and oncosts	(14,241)	(15,003)	(15,472)	(15,956)	(16,456)
Borrowing costs	-	-	-	-	-
Materials and services	(15,260)	(15,539)	(17,726)	(16,371)	(16,972)
Depreciation and amortisation	(7,387)	(8,071)	(8,317)	(8,566)	(8,695)
Other expenses	(256)	(259)	(266)	(273)	(279)
Internal charges	(1,649)	(1,446)	(1,482)	(1,519)	(1,557)
Overhead allocation	(3,999)	(4,130)	(4,233)	(4,339)	(4,447)
Total expenses from continuing operations	(42,792)	(44,448)	(47,496)	(47,025)	(48,406)
Surplus/(deficit) from continuing operations	(39,102)	(41,047)	(43,997)	(43,425)	(44,702)

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	12,674	7,180	6,920	3,000	-
Surplus/(deficit) from operations including capital grants and contributions	(26,428)	(33,867)	(37,077)	(40,425)	(44,702)
Rates and annual charges and reserves					
Rates and annual charges	38,936	40,697	41,997	43,425	44,702
Transfer (to)/from reserves	166	350	2,000	-	-
Full time equivalent positions (FTE)	144.7	146.1			

Delivering on community priorities: Economic

Community outcome:

Vibrant local economy

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

Community outcome:

Transport, technology and connectivity

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

Services

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





\$21.10b

(GRP) Size of local economy
(NIEIR 2023)



32,905

Local businesses (ABS 2023)



116,671

Local jobs
(NIEIR 2023)



\$1.06b

Roads and transport
infrastructure managed



54%

Residents also work in the area
(ABS)



>7,800

Subscribers to Beaches
Biz News emails



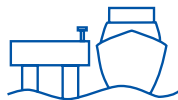
>470

Leases and licences over Council
properties managed annually



845km

of local roads



37

Public wharves managed by
Council – harbour and Pittwater



115

Public Wi-Fi access
points supported



>7,200

Pay and display parking
spaces managed



>83,000

public amenity cleaning
services annually

(NIEIR) National Institute of Economic and Industry
Research, (ABS) Australian Bureau of Statistics

Economic development, events and engagement



Supporting CSP Goals:

G7	G9	G11
G12	G13	G14
G15	G20	G21

Service information

Supporting the vibrancy and success of our village and town centres, celebrating all facets of the community with events and festivals, and engaging our community through the provision of information. Our local businesses are supported by a Business Concierge Service and through strong partnerships with local business chambers. We promote the Northern

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

The service is also responsible for leading the implementation of the following strategic documents:

- Economic Development Strategy
- Destination Management Plan
- Events Strategy
- Guide to Events on the Northern Beaches
- Accessible Events Guidelines
- Community Engagement Framework
- Community Participation Plan.

Responsible business units

Community Engagement & Communications
 Planning & Place
 Capital Projects
 Parks and Open Space

Ongoing services and programs

- G9** Deliver webinars and workshops to support local businesses
- G7** Deliver and support major community and civic events
- G13** Enhance economic development and
- G14** tourism initiatives and projects
- G15**
- G13** Support and promote local businesses and industry and sustainable business practices
- G15** Enhance tourism through initiatives and projects
- G15** Deliver an annual Placemaking Activation Grants Program
- G15** Deliver an annual Events Grants and Sponsorship Program
- G15** Provide place making projects,
- G11** liaison, networks, events, and activities
- G20** Manage website and promotion of services, programs, and events, as well as media and communications
- G21** Deliver community engagement services and community liaison

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G15	Embed the Shop Local campaign - 'Go Local to Grow Local' Director Planning & Place	•	•		
G21	Continue rollout of Community Engagement Training Program EM Community Engagement and Communications	•	•	•	•
G7	Review and update Events Strategy EM Community Engagement and Communications	•			

Capital - new

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Town and village centre activations					
G12	Manly laneways	-	-	650	120
G12	Avalon Place Plan implementation	500	765	-	-
Total new works - Economic development, events and engagement		500	765	650	120

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
High level projects have a completed Community Engagement Plan and Report (levels 1-3)	100%	100%	100%	Quarterly
Average no. of website visits per month	313,816 av.	330,000	330,000	Quarterly
Decisions on all Council project engagements are communicated to the community within 30 days	100%	85%	85%	Quarterly Annually
Satisfaction with Council's key community events	91%	80%	80%	Annually
Satisfaction with Council's business events	N/A*	80%	80%	Annually

* Council contributed to NSW Small Business Month, which was a joint annual program. While a post-event survey was conducted, separate results for Council's contribution was unable to be provided.

Income and expenditure - Economic development, events and engagement

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	121	133	137	141	146
Investment fees and revenues	-	-	-	-	-
Other revenues	626	852	874	896	918
Grants and contributions - operating purposes	-	-	-	-	-
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	747	986	1,011	1,037	1,064
Expenses from continuing operations					
Employee benefits and oncosts	(6,758)	(7,343)	(7,573)	(7,810)	(8,054)
Borrowing costs	-	-	-	-	-
Materials and services	(3,404)	(3,633)	(3,724)	(3,817)	(3,913)
Depreciation and amortisation	(73)	(75)	(77)	(79)	(81)
Other expenses	(462)	(237)	(243)	(249)	(255)
Internal charges	(207)	(234)	(240)	(246)	(252)
Overhead allocation	(1,137)	(1,171)	(1,200)	(1,230)	(1,261)
Total expenses from continuing operations	(12,040)	(12,693)	(13,057)	(13,431)	(13,816)
Surplus/(deficit) from continuing operations	(11,293)	(11,707)	(12,046)	(12,395)	(12,752)

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	-	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(11,293)	(11,707)	(12,046)	(12,395)	(12,752)
Rates and annual charges and reserves					
Rates and annual charges	11,293	11,707	12,046	12,395	12,752
Full time equivalent positions (FTE)	51.6	52.3			

Transport, traffic and active travel



Supporting CSP Goals:

G8	G16	G17
G19	G22	

Service information

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

This service is also responsible for leading the implementation of the following strategies and plans endorsed by Council:

- Northern Beaches Transport Strategy
- Walking Plan
- Bike Plan
- Road Safety Plan
- Electric Vehicle Charging Infrastructure Plan
- Pedestrian Access and Mobility Plans.

Responsible business units

Transport and Civil Infrastructure
Parks and Open Space
Capital Projects
Property, Buildings and Beaches

Ongoing services and programs

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

Operational

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G16 G17 G22	Develop a Parking Plan to support the Transport Strategy EM Transport and Civil Infrastructure	•			
G16 G17 G22	Develop a Public Transport Plan to support the Transport Strategy EM Transport and Civil Infrastructure		•		
G16 G17 G22	Develop a Freight Plan to support the Transport Strategy EM Transport and Civil Infrastructure		•		
G17	Plan and deliver parking and technology infrastructure across the area EM Transport and Civil Infrastructure	•	•	•	•
G16 G17	Undertake a review of the community transport service EM Transport and Civil Infrastructure	•			
G16	Implement the Regional and Local Roads Repair Program EM Transport and Civil Infrastructure	•	•	•	•
G16	Create an Active Transport Corridor between Beacon Hill and St Ives EM Transport and Civil Infrastructure	•			
G22	Deliver digital parking permits across the Local Government Area EM Transport and Civil Infrastructure	•	•	•	



Capital - new

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Active travel – cycleways and footpaths						Road and related infrastructure upgrades					
G16	New footpaths	1,500	1,500	1,500	1,500	G17	New traffic facilities	3,600	2,000	1,000	1,000
G16	Connecting Communities - footpaths programs	900	-	-	-	G17	Scotland Island roads and drainage improvements	684	1,741	164	168
G16	Connecting Communities - cycleways program	2,650	2,500	-	-	G17	Warriewood Valley – traffic and transport infrastructure	1,374	5,014	1,417	203
G16	Shared path from B-Line Stop to Boondah Rd	-	164	-	-	G17	Church Point - New infrastructure	1,800	-	-	-
G16 G17	Queenscliff Headland access ramp	900	-	-	-	G17	Kerb and gutter new works	300	200	200	-
G17	Dee Why Beach secure bike storage	65	-	-	-	G17	Traffic Facility Delivery - accelerated	100	-	-	-
G16 G17	Pedestrian and cyclist bridge Pittwater Road, Queenscliff	1,990	1,000	-	-	G8 G17	Safer schools infrastructure	607	-	-	-
Car parks and parking stations						Wharf upgrades					
G16 G17	Smart parking infrastructure	250	-	-	-	G17	Church Point commuter wharf expansion	50	260	-	-
Total new works - Transport, traffic and active travel								16,770	14,379	4,282	2,871

Capital - renewal

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Active travel – cycleways and footpaths					
G16	Footpath renewal works	1,251	1,281	1,459	1,496
Car parks and parking stations					
G16	Car park renewal works	286	390	832	853
G16	Multi storey car park renewal works	-	100	100	100
Plant and fleet					
G16	Major plant renewal	4,024	4,147	4,020	1,175
G16	Light fleet renewal	4,659	4,439	4,689	6,443
Road and related infrastructure upgrades					
G16	Bus stop renewal works	114	-	112	115
G16	Kerb and gutter renewal works	1,101	1,203	1,756	1,800
G16	Retaining wall renewal works	914	1,057	1,107	663
G16	Road resheeting program	7,095	7,797	9,034	9,260
G16	Bridge renewal works	818	1,022	80	-
Wharf upgrades					
G16	Wharves works program	2,407	1,290	162	700
Total renewal works - Transport, traffic and active travel		22,670	22,726	23,350	22,604

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Number of community road safety events/sessions held	7 (Q1) 4 (Q2) 9 (Q3) 10 (Q4) 30 (A)	10 (Q1) 6 (Q2) 4 (Q3) 4 (Q4) 24 (A)	10 (Q1) 6 (Q2) 4 (Q3) 4 (Q4) 24 (A)	Quarterly Annually
Condition of local roads (average pavement condition: % rated very good to satisfactory)	94%	90%	90%	Annually
Length of road pavement re-sheeted to address pavement condition (m)	9,100	6,600	4,800	Annually
Length of active travel asset renewals completed (m) - footpaths, shared paths and bike paths	2,100	2,300	2,300	Annually
Growth in active travel network - new works (m) - footpaths, shared paths and bike paths	9,300	8,700	8,700	Annually

A = Annually, Q = Quarterly



Income and expenditure - Transport, traffic and active travel

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000		Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	18,418	19,241	19,357	19,276	19,392	Grants and contributions - capital purposes	11,400	12,245	7,557	1,877	1,877
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from continuing operations including capital grants and contributions	(5,591)	(6,708)	(12,211)	(19,157)	(20,205)
Other revenues	991	987	1,012	1,037	1,063	Rates and annual charges and reserves					
Grants and contributions - operating purposes	12,661	7,669	5,018	5,311	5,582	Rates and annual charges	16,822	18,751	19,768	21,034	22,082
Other income	10	10	10	11	11	Transfer (to)/from reserves	170	202	-	-	-
Gains on disposal of assets	395	392	595	622	433	Full time equivalent positions (FTE)	125.4	126.7			
Total income from continuing operations	32,475	28,299	25,991	26,256	26,480						
Expenses from continuing operations											
Employee benefits and oncosts	(13,664)	(14,408)	(14,859)	(15,324)	(15,804)						
Borrowing costs	-	-	-	-	-						
Materials and services	(23,836)	(19,597)	(17,213)	(17,833)	(18,458)						
Depreciation and amortisation	(16,786)	(17,976)	(18,535)	(19,102)	(19,393)						
Other expenses	-	-	-	-	-						
Internal charges	8,632	8,666	8,883	9,105	9,332						
Overhead allocation	(3,813)	(3,937)	(4,035)	(4,136)	(4,239)						
Total expenses from continuing operations	(49,466)	(47,252)	(45,759)	(47,291)	(48,562)						
Surplus/(deficit) from continuing operations	(16,992)	(18,953)	(19,768)	(21,034)	(22,082)						

Property and facilities



Supporting CSP Goals:

G2	G3	G5
G6	G8	G9
G11	G12	G15
G19	G20	G22

Service information

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

This service is responsible for leading the implementation of the Property Management Framework.

Responsible business units

Property, Buildings and Beaches
Sports and Recreation

Ongoing services and programs

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

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G11	Continue to improve the provision and cleanliness of public amenities EM Property, Buildings and Beaches	•	•	•	•

Capital - new

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Emergency buildings program					
G2 G8	Terrey Hills Emergency Services Headquarters	124	-	-	-
Public amenities improvements					
G9 G12	West Esplanade, Manly accessible amenity	286	-	-	-
G12	Freshwater Beach amenities	300	750	-	-
G12	Newport Oval sports amenities upgrade	150	-	-	-
Total new works - Property and facilities		860	750	-	-

Capital - renewal

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Aquatic centre improvements					
G12	Warringah Aquatic Centre renewal works	-	171	175	180
G12	Manly Aquatic Centre renewal works	-	216	221	226
Cemetery works					
G20	Mona Vale Cemetery works program	30	470	150	150
Civic building and compliance works					
G5 G6	Operational buildings works program	500	500	550	564
G5 G12	Sport buildings works program	1,300	1,325	1,390	1,424
G5 G12	Beach buildings works program	-	307	284	291
G5 G9	Disability access compliance works (DDA)	-	215	250	255
G5 G9 G12	Building Code of Australia compliance works (BCA)	-	254	254	261
G5 G12 G15	Sydney Lakeside Holiday Park, North Narrabeen renewal works	-	200	200	205
G5 G12 G15	Pittwater Golf Driving Range, Warriewood renewal works	100	50	50	51
G5 G6	Cromer Depot improvement plan works	150	150	150	-

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Emergency buildings program					
G2 G8	Emergency buildings works program	-	150	150	154
G2 G3 G8	Terrey Hills Rural Fire Station	218	-	-	-
Public amenities improvements					
G8 G12	Public amenities works program	499	1,087	1,219	1,250
Total renewal works - Property and facilities		2,797	5,094	5,043	5,010

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Availability of Council buildings: % available for use by the community (not programmed for maintenance/upgrade)	99.8%	100%	100%	Quarterly Annually
Total visitation to swim centres (Manly & Warringah aquatic centres)	200,240 (Q1) 226,021 (Q2) 284,606 (Q3) 185,548 (Q4) 896,415 (A)	184,300 (Q1) 231,800 (Q2) 251,750 (Q3) 174,900 (Q4) 842,750 (A)	184,300 (Q1) 231,800 (Q2) 251,750 (Q3) 174,900 (Q4) 842,750 (A)	Quarterly Annually
Learn to Swim attendance (Manly & Warringah aquatic centres)	129,469	90,400	90,400	Annually

A = Annually, Q = Quarterly



Income and expenditure - Property and facilities

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	20,700	22,540	23,125	23,818	24,533
Investment fees and revenues	-	-	-	-	-
Other revenues	4,196	4,727	4,827	4,937	5,049
Grants and contributions - operating purposes	-	-	-	-	-
Other income	9,560	9,899	10,147	10,400	10,660
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	34,456	37,166	38,098	39,155	40,242
Expenses from continuing operations					
Employee benefits and oncosts	(13,174)	(14,486)	(14,940)	(15,407)	(15,890)
Borrowing costs	-	-	-	-	-
Materials and services	(23,077)	(24,897)	(25,660)	(26,494)	(27,338)
Depreciation and amortisation	(8,578)	(8,904)	(9,189)	(9,479)	(9,628)
Other expenses	(246)	(262)	(268)	(275)	(282)
Internal charges	(353)	(374)	(383)	(393)	(402)
Overhead allocation	(4,941)	(5,102)	(5,230)	(5,360)	(5,494)
Total expenses from continuing operations	(50,370)	(54,025)	(55,670)	(57,408)	(59,034)
Surplus/(deficit) from continuing operations	(15,913)	(16,859)	(17,572)	(18,253)	(18,792)

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	139	342	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(15,774)	(16,517)	(17,572)	(18,253)	(18,792)
Rates and annual charges and reserves					
Rates and annual charges	16,044	16,508	17,339	18,038	18,585
Transfer (to)/from reserves	(130)	350	233	215	207
Full time equivalent positions (FTE)	96.3	94.7			

Delivering on community priorities: Civic

Community outcome:

Good governance

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

Community outcome:

Partnerships and participation

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

Services

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





15

Local Councillors



>22,000

On the community engagement register



>199,000

Visits to Yoursay



7

People on the Audit and Risk Committee



>104,000

Customer requests received annually



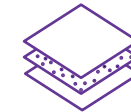
3

Budget reviews annually



4

Audit and Risk Committee meetings annually



>1,500

Layers of data on our spatial information platform



>63,000

Records enquiries and actions from incoming correspondence annually



91%

Of correspondence replied to within 10 days



73

Major contracts over \$150,000 managed each year



145

Government Information (Public access) Act applications annually

Customer service



Supporting CSP Goals:

G20

Service information

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

This service is also responsible for the implementation of the following key strategy and plans:

- Customer Experience Strategy
- Customer Charter

Responsible business unit

Customer Service

Ongoing services and programs

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

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G20	Develop and implement a consistent feedback approach across all customer contact channels EM Customer Service	•	•	•	•
G20	Improve and review the customer portal to enhance accessibility EM Customer Service	•	•	•	•
G20	Develop a new Customer Experience Strategy EM Customer Service	•			

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Customer requests conducted online	37% av.	30%	30%	Quarterly
Calls answered within 30 seconds	85% av.	80%	80%	Quarterly
Telephone enquiries resolved on first call	82%	75%	75%	Annually
Satisfaction with customer service calls	92%	85%	85%	Annually
Satisfaction with customer online requests (on lodgement)	87%	80%	80%	Annually
Workload measures				Frequency
No. calls to Customer Service 1300 434 434	35,096 av.	-	-	Quarterly
No. enquiries received at counters and by mail, email and online requests	19,364 av.	-	-	Quarterly



Income and expenditure - Customer service

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000		Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	-	-	-	-	-	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(4,343)	(4,741)	(4,889)	(5,042)	(5,198)
Other revenues	-	-	-	-	-	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	4,343	4,741	4,889	5,042	5,198
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	41.1	40.0			
Gains on disposal of assets	-	-	-	-	-						
Total income from continuing operations	-	-	-	-	-						
Expenses from continuing operations											
Employee benefits and oncosts	(4,229)	(4,630)	(4,775)	(4,924)	(5,079)						
Borrowing costs	-	-	-	-	-						
Materials and services	(217)	(219)	(225)	(230)	(236)						
Depreciation and amortisation	(69)	(71)	(73)	(76)	(77)						
Other expenses	-	-	-	-	-						
Internal charges	783	809	829	850	871						
Overhead allocation	(611)	(630)	(645)	(661)	(678)						
Total expenses from continuing operations	(4,343)	(4,741)	(4,889)	(5,042)	(5,198)						
Surplus/(deficit) from continuing operations	(4,343)	(4,741)	(4,889)	(5,042)	(5,198)						

Governance and assurance services



Supporting CSP Goals:

G19 G20

Service information

This service provides secretariat and high-level administrative functions, claims management, in-house legal and advisory services to Council and supports the Audit, Risk and Improvement Committee. The service also delivers the internal audit program and manages complaints about staff behaviour and Council processes. This service is responsible for implementing Council's governance frameworks and internal audit plans.

Responsible business units

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

Ongoing services and programs

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

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28
G19	Support the local government election EM Governance and Risk	•			
G19	Coordinate induction of the newly elected Council	•			
G20	EM Governance and Risk				

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Council meeting minutes finalised and published within three working days of meetings	100%	100%	100%	Quarterly
Enterprise risk registers reviewed and current	100%	100%	100%	Annually
Internal audits undertaken in line with Strategic Internal Audit Plan	95%	80%	100%	Annually
Compliance with Governance Framework to meet governance statutory requirements	100%	100%	100%	Annually
Workload measures	Frequency			
Number of complaints	261	-	-	Annually
Number of compliments	148	-	-	Annually



Income and expenditure - Governance and assurance services

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000		Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations						Income from capital grants and contributions					
User charges and fees	-	-	-	-	-	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(12,059)	(14,339)	(12,948)	(13,297)	(13,656)
Other revenues	-	-	-	-	-	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	12,059	14,339	12,948	13,297	13,656
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	23.2	23.3			
Gains on disposal of assets	-	-	-	-	-						
Total income from continuing operations	-	-	-	-	-						
Expenses from continuing operations											
Employee benefits and oncosts	(3,718)	(3,905)	(4,027)	(4,153)	(4,283)						
Borrowing costs	-	-	-	-	-						
Materials and services	(7,274)	(9,334)	(7,793)	(7,988)	(8,187)						
Depreciation and amortisation	(28)	(18)	(19)	(20)	(20)						
Other expenses	-	-	-	-	-						
Internal charges	30	17	18	18	18						
Overhead allocation	(1,069)	(1,098)	(1,126)	(1,154)	(1,183)						
Total expenses from continuing operations	(12,059)	(14,339)	(12,948)	(13,297)	(13,656)						
Surplus/(deficit) from continuing operations	(12,059)	(14,339)	(12,948)	(13,297)	(13,656)						

Corporate support services



Supporting CSP Goals:

G5	G18	G19
G20	G21	G22

Service information

Corporate support services enable the rest of the organisation to deliver effective and efficient services and build capability to be an agile, high performing council. Ongoing programs include integrated planning and reporting, financial and workforce planning, project management, business excellence, continuous improvement and service reviews. It also delivers all digital, information and communication technology required to run the

Council. This service is also responsible for leading the implementation of the following strategies and plans, endorsed by Council:

- Community Strategic Plan
- Resourcing Strategy
- Workforce Management Strategy
- Long-Term Financial Plan
- Asset Management Strategy
- Asset Management Plan
- Delivery Program and Operational Plan
- Privacy Management Plan.

Responsible business units

- Finance
- Capital Projects
- Human Resources
- Information and Digital Technology
- Strategy and Performance

Ongoing services and programs

- G18** Provide public infrastructure for CCTV, public Wi-Fi, and video streaming of Council meetings
- G5** Embed the capital projects
- G19** management framework
- G19** Manage, finance accounting and transactional processing, business support, levying and collection of rates and charges
- G19** Manage procurement and contract services
- G19** Deliver corporate planning and
- G21** reporting for short to medium term plans, and long-term strategies
- G20** Implement programs on business excellence and continuous improvement
- G19** Manage a program of service reviews
- G20**
- G19** Manage human resources and workforce
- G20** planning, culture, wellbeing and safety
- G20** Provide all digital, information and communications technology
- G20** Provide a work, health and safety management system
- G20** Manage information, correspondence, records and printing services
- G22** Administer grants that are secured by Council

Operational projects

CSP	Projects	2024/25	2025/26	2026/27	2027/28	Projects	2024/25	2025/26	2026/27	2027/28
G20	Deliver Core Operating System Modernisation & Optimisation Chief Information Officer	•	•	•		G20	Review the Workforce Management Strategy EM Human Resources	•		•
G20	Undertake a service review of Traffic and Transport EM Transport and Civil Infrastructure	•				G20	Review the Long-Term Financial Plan and options to maintain financial sustainability, such as a special rate variation. Chief Financial Officer	•	•	•
G20	Undertake a service review of Marketing and Communications EM Community Engagement and Communications	•				G19	Review the Asset Management Strategy, Policy and Plan Director Transport and Assets	•		•
G20	Undertake a service review on the maintenance of open space EM Parks and Open Space	•				G19	Build and develop future organisational workforce capabilities EM Human Resources	•	•	
G20	Undertake a service review of the Community Engagement service EM Community Engagement and Communications	•				G19	Develop a 4-year Delivery Program with the newly elected Council EM Strategy and Performance	•		
G19	Report on the progress of implementing the Community Strategic Plan - State of our Region report EM Strategy and Performance	•			•					
G19	Revise the Community Strategic Plan EM Strategy and Performance	•			•					

Capital - renewal

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
IT improvements					
G20	IT infrastructure and devices – replacements	2,410	2,608	2,500	2,563
Total renewal works - Corporate support		2,410	2,608	2,500	2,563

Performance measures

Performance measures	Result 2022/23	Target 2023/24	Target 2024/25	Frequency
Correspondence replied to within 10 working days	91% (A)	90%	90%	Quarterly Annually
Operational projects on schedule	95% (A)	80%	80%	Quarterly Annually
Capital projects on schedule	81% (A)	80%	80%	Quarterly Annually
Quarterly, Annual and Statutory Reports submitted to Council on time	100%	100%	100%	Quarterly Annually
Voluntary staff turnover rate	17%	< 13%	< 13%	Annually

Financial performance

Operating performance	4.46%	> 0%	> 0%	Annually
Unrestricted current ratio	1.92x	> 1.5x	> 1.5x	Annually
Own source operating revenue	84.60%	> 60%	> 60%	Annually
Debt service cover ratio	7.65x	> 2x	> 2x	Annually
Rates and annual charges outstanding	3.57%	< 5%	< 5%	Annually
Cash expenses cover ratio (months)	6.13mths	> 3mths	> 3mths	Annually
Building and infrastructure renewal ratio	130.77%	> 100%	> 100%	Annually

Workload measures

				Frequency
No. service review actions implemented	66	-	-	Quarterly Annually

A = Annually

Income and expenditure - Corporate support services

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations					
User charges and fees	453	480	494	509	525
Investment fees and revenues	8,966	10,414	6,925	6,575	6,619
Other revenues	721	853	1,119	1,216	1,170
Grants and contributions - operating purposes	6,238	6,773	6,773	6,773	6,773
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	16,377	18,519	15,311	15,074	15,086
Expenses from continuing operations					
Employee benefits and oncosts	(26,885)	(31,265)	(32,176)	(31,620)	(30,872)
Borrowing costs	(724)	(516)	(943)	(829)	(858)
Materials and services	(23,026)	(26,928)	(28,153)	(22,512)	(19,025)
Depreciation and amortisation	(629)	(657)	(678)	(860)	(982)
Other expenses	(9)	(9)	(9)	(9)	(10)
Internal charges	699	766	786	805	825
Overhead allocation	25,692	26,514	27,177	27,856	28,552
Total expenses from continuing operations	(24,883)	(32,095)	(33,998)	(27,168)	(22,370)
Surplus/(deficit) from continuing operations	(8,506)	(13,576)	(18,686)	(12,094)	(7,283)

	Original 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from capital grants and contributions					
Grants and contributions - capital purposes	6,342	-	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(2,164)	(13,576)	(18,686)	(12,094)	(7,283)
Rates and annual charges and reserves					
Rates and annual charges	9,192	8,404	10,375	9,489	8,763
Transfer (to)/from reserves	(6,437)	(8,094)	5,878	1,717	(1,331)
Full time equivalent positions (FTE)	194.4	209.1			

A serene sunset scene over a calm lake. The sky is a warm, golden-orange color, reflecting on the water's surface. In the foreground, the right side of a blue kayak is visible, with a person's legs and hands holding a blue paddle. The background features a line of dark evergreen trees and a few houses on the shore, with a small white boat visible in the distance. The overall atmosphere is peaceful and scenic.

Budget 2024/25



Overview

In June 2023 Council adopted its Long-Term Financial Plan which outlined challenges impacting Council's ability to generate sufficient funds to provide the levels of service and infrastructure agreed with the community into the future.

Prior to the COVID-19 pandemic, Council was in a robust and financially sustainable position, with merger savings exceeding the state government's estimates. This enabled Council to invest in services and community infrastructure while paying down the debts of the former councils.

Since this time Council has been impacted by significant events that required reprioritisation of funds (\$41 million cost), seven natural disasters (\$14 million cost) and an increase in the Emergency Services Levy (\$3 million per year). At the same time inflation increased by 16.8% over the last three years – more than double the 7.2% increase in rates income ¹.

Councils across the state are experiencing similar issues and this has led to both the federal and state governments announcing inquiries into financial sustainability issues impacting local government. This includes exploring the impact of the rate peg, cost shifting from other levels of government and changing infrastructure and service delivery obligations.

Council's 2024/25 budget projects a total expenditure of \$524 million, including a capital works program of \$99 million.

The budget includes \$43 million in asset renewal expenditure to improve the overall condition of our assets and a further \$56 million to deliver high priority new assets to the community.

The budget forecasts an operating deficit before capital grants and contributions of \$5.1 million, which includes a \$12.1 million investment in replacing Council's core enterprise systems. A further \$2.1 million in loans will be repaid and a new \$10.45 million loan will part-fund the Warriewood Community Centre project.

While the budget is balanced, Council is not anticipated to meet the Office of Local Government's financial and asset performance benchmarks due to the deficit operating result and depreciation outpacing expenditure on renewing assets.

The Long-Term Financial Plan explores options to strengthen working capital and provide capacity to address the unfunded asset renewal and maintenance requirements of the Asset Management Plan.

¹ 3 year period from July 2020 to 30 June 2023

Definition of funding sources

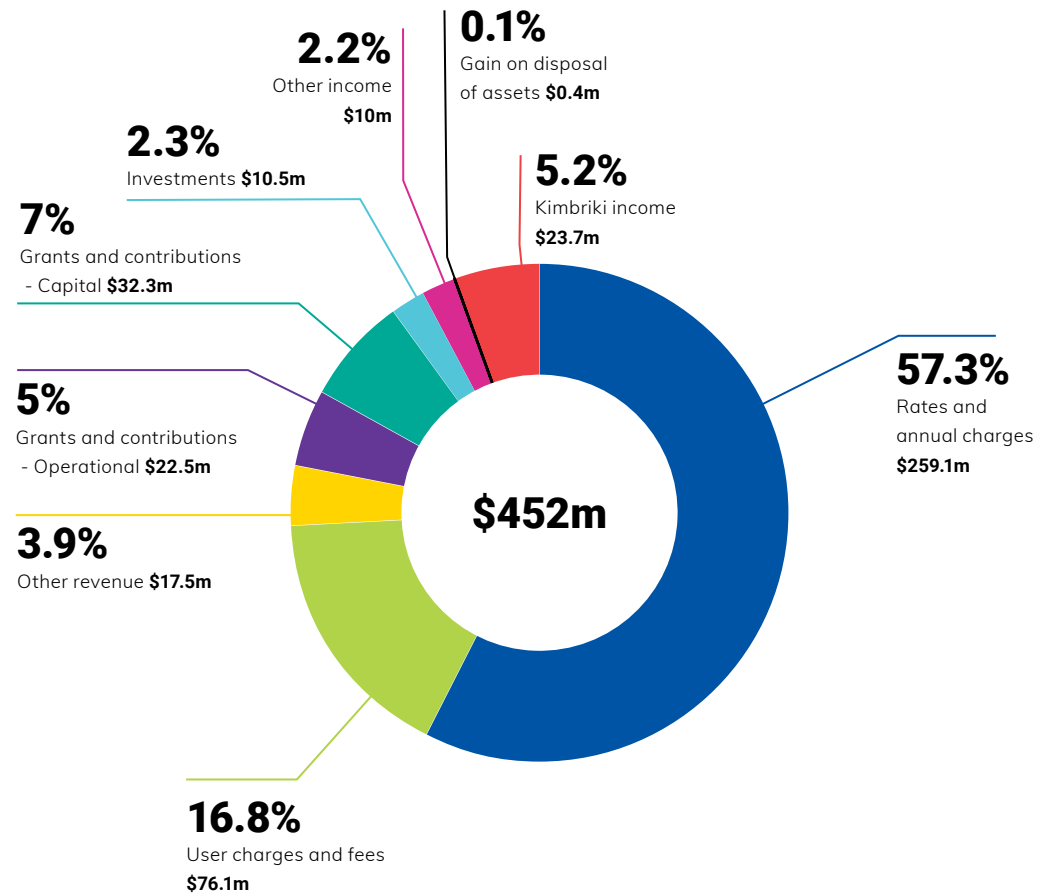
- Rates and annual charges: rates are a property-based tax levied on the owners of properties to fund local services. Annual charges recover the cost of providing the domestic waste collection service from property owners along with a contribution to stormwater management services.
- User charges and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

Income statement budget 2024/25

Budget 2024/25	\$'000	Budget 2024/25	\$'000
Income from continuing operations		Expenses from continuing operations	
Rates and annual charges	259,113	Employee benefits and oncosts	170,968
User charges and fees	101,855	Materials and services	177,914
Other revenue	20,684	Borrowing costs	2,436
Grants and contributions - Operating purposes	22,502	Depreciation and amortisation	52,149
Grants and contributions - Capital purposes	32,343	Other expenses	21,398
Interest and investment income	8,411	Total expenses from continuing operations	424,866
Other income	6,785	Net operating result for the year - Surplus / (Deficit)	27,219
Gain / (loss) on disposal of assets	392	Net operating result attributable to non-controlling interests	133
Total income from continuing operations	452,085	Net operating result for the year before grants and contributions provided for capital purposes - Surplus / (Deficit)	(5,125)

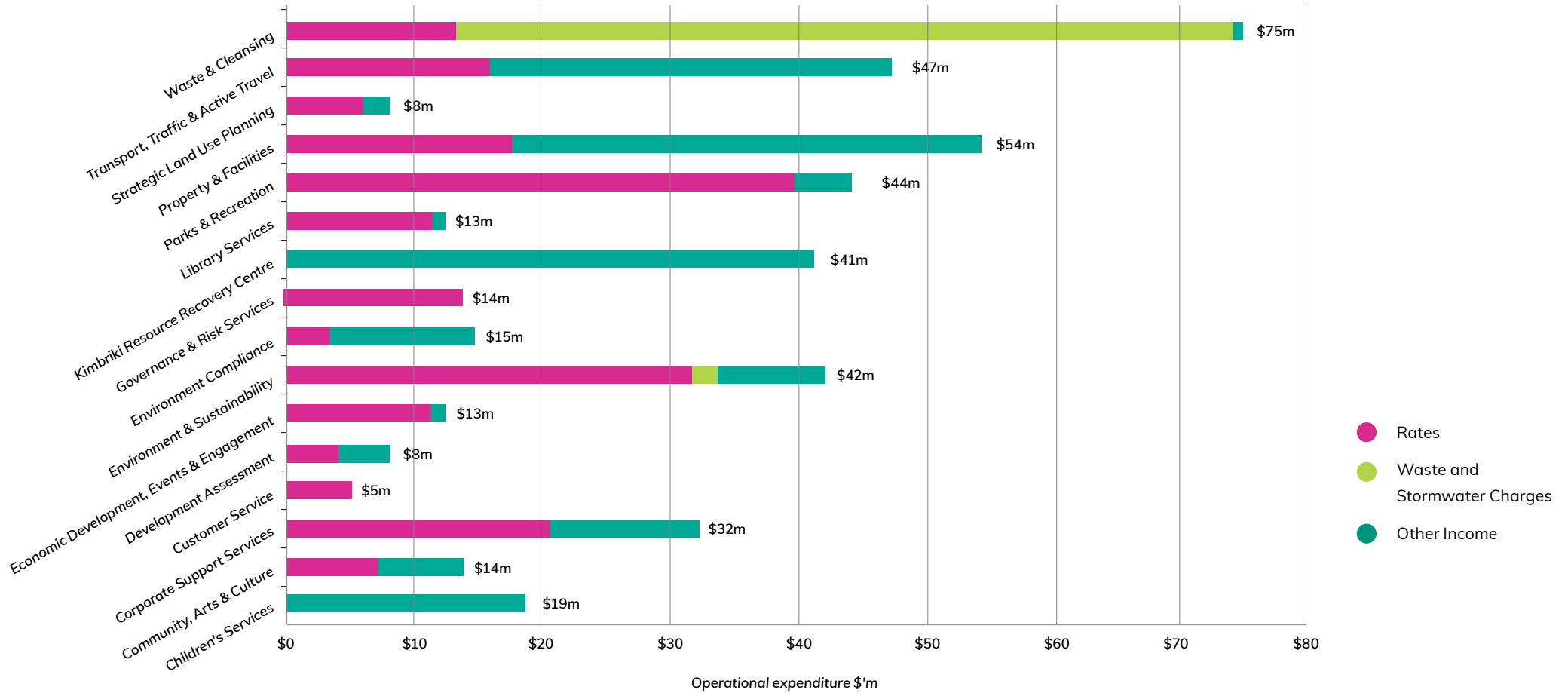


Funding summary

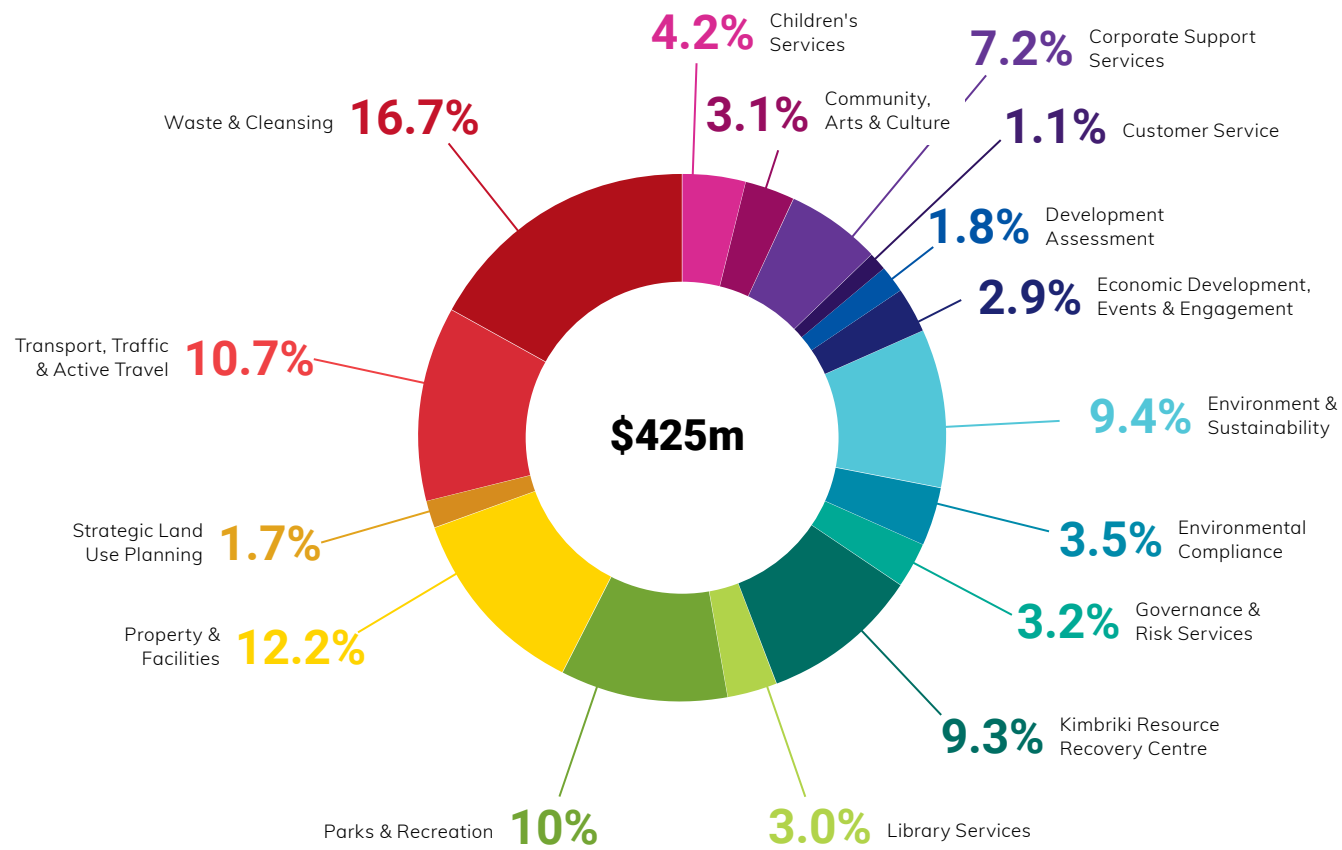


Numbers presented may not sum precisely to the totals and percentages may not precisely reflect the absolute figures due to rounding

Funding summary by service 2024/25



Operational expenditure by service 2024/25



Statement of 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 2024/25 may be increased by a maximum of 4.9%.

Rate assessments will be based entirely upon property valuations (ad valorem) but with minimum rates applying where appropriate.

Rates for 2024/25 will be assessed on land values having a date of 1 July 2022.

The increase allowed by IPART relates to general income in total and not to an individual ratepayers' rates. Individual rates are also affected by other factors such as changes in land valuations determined by the NSW Valuer General. 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.

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



Rating structure 2024/25

Type	Category/subcategory	Number	Ad valorem rate*	Minimum \$	Rate income \$'000
Ordinary	Residential	96,354	0.104021	1,099.78	163,637
Ordinary	Business	6,538	0.354318	1,431.96	26,585
Ordinary	Business – Manly CBD	640	0.568534	1,431.96	4,389
Ordinary	Business – Warriewood Square	1	0.575683	-	138
Ordinary	Business – Warringah Mall	1	1.083318	-	975
Ordinary	Business – strata storage unit facility	580	0.354318	684.41	397
Ordinary	Farmland	7	0.040196	1,058.83	17
	Total ordinary	104,121			196,138
Special	Manly business centre improvement	640	0.195315	-	1,452
Special	Balgowlah business centre improvement	82	0.105206	-	100
	Total special	722			1,552
	Total rates				197,690

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

Note: The information in the above table has been determined using currently available property and rating information and may be subject to change prior to 30 June 2024, dependent on such matters as the processing of supplementary rates adjustments and revisions to ratepayer land valuations that may be determined by the NSW Valuer General.

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



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



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

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

Special rate:

Manly business centre improvement

This special rate is for providing ongoing and proposed capital and maintenance works, including the Manly Business Centre, The Corso and ocean beachfront. The special rate is forecast to raise \$1.4 million during the financial year.

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

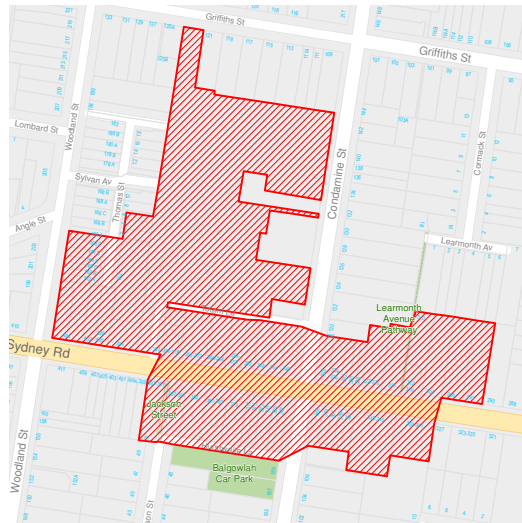


Manly Business Centre improvement works 2024/25	\$'000
Maintenance and cleansing	
Mowing and vegetation and streetscape maintenance – The Corso and reserves	123
Cleansing including high pressure paver washing, cleaning of street furniture, litter bins and beach raking and cleaning	425
Tourism and business support	
Manly Visitor Information Centre, Manly Mainstreet Place and Tourism Management	350
Events and marketing	
Manly Christmas decorations	75
Major Manly events	171
Activations and workshops	52
Digital marketing, targeted advertising, trade shows, way finding signage	109
Town centre improvements	
Town centre improvements	125
Total	1,429
Projected opening balance of reserve	
	459
Special rate income	1,452
Expenditure (above)	(1,429)
Projected closing balance of reserve	482

Special rate: Balgowlah business centre improvement

This special rate is for providing ongoing and proposed capital and maintenance works, including the off-street carparks in Condamine Street. The special rate is forecast to raise \$99,677 during the financial year. These funds will be held in a restricted cash reserve and accumulated to undertake future town centre works.

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



Balgowlah business centre improvement works 2024/25	\$'000
No projects are planned in 2024/25	-
Total	-
Projected opening balance of reserve	298
Special rate income	100
Expenditure (above)	-
Projected closing balance of reserve	398

Special rate variation:

Pittwater environmental infrastructure levy

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

The funds support additional infrastructure works and environmental programs. A 10-year Community Contract was established to ensure accountability and transparency over the financial years 2011/12 to 2020/21.

The SRV was levied and spent based on the community contract's following principles:

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

The final project under this community contract is:

Pittwater environmental infrastructure levy works 2024/25	\$'000
Mona Vale Library	140
Total	140
Projected opening balance of reserve	140
Expenditure (above)	140
Projected closing balance of reserve	-

Domestic Waste Management Charge

Domestic waste management services are provided to all residential properties.

Description	Number	Charge	Income \$'000
Domestic waste management service (includes 80L red, 140L blue, 140L yellow and 2x240L green lid services and 2 booked clean ups per year and vegetation drop-off at Kimbriki for residents (up to 300kgs, max. once per day))	97,678	\$586.00	57,240
Availability charge	1,349	\$117.00	158
Additional 80L red lid rubbish service	12,217	\$326.00	3,983
First additional 140L blue lid recycling service	3,616	\$36.00	130
Subsequent additional 140L blue lid recycling service	157	\$122.00	19
First additional 140L yellow lid recycling service	3,616	\$36.00	130
Subsequent additional 140L yellow lid recycling service	157	\$122.00	19
Third or fourth green vegetation lid service	3,616	\$36.00	130
Clean up excessive or incorrectly presented waste	\$223.60 per hour + cost recovery on landfill disposal charges		
Clean up contaminated or excessive booked bulky goods collection in excess of the permitted 3 cubic metres	\$86.00 per excess cubic metre		
Empty contaminated bin	\$35.40 per bin		
	Total domestic waste charge income \$'000		61,809
	Cost of domestic waste service \$'000		(60,310)
	Allocation to reserve \$'000		1,499

Stormwater Management Services Charge

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

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

Stormwater Management Services Charge

Land category / dwelling	Charge \$
Residential - single dwelling	\$25.00
Residential - strata lots	\$12.50
Business	\$25.00 per 350 square metres (or part thereof) for land categorised as business (excluding strata lots)
Business - strata lots	\$5.00 or the relevant portion of the maximum annual charge that would apply to the strata scheme, if it were a parcel of land categorised as business
Total income \$'000	2,208

The proposed expenditure in 2024/25 for this program is:

Stormwater Management Services Charge Program 2024/25	\$'000
Capital expenditure:	2,055
Network improvements	
Investigations, assessments, planning and design	
Kerb and gutter drainage improvements	
Water quality	
Freshwater Beach Water Sensitive Urban Design	
Dee Why Beach gross pollutant trap upgrade	
Stormwater upgrade	
Moore Road, Freshwater system amplification	
Northcott Road, Cromer drainage improvement	
Mona Vale Beach outlet drainage improvement	
5 Berrinda Place, Frenchs Forest system amplification	
Flood mitigation	
Battle Boulevard, Seaforth catchment analysis	
North Harbour catchment investigation	
Collaroy-Narrabeen coastal protection works	
Operational expenditure:	256
Ongoing maintenance of new assets constructed	
Total	2,311

Statutory information

Rate reduction for eligible pensioners

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

Council's Pensioner Rates and Charges Concession Policy grants an additional voluntary rebate for eligible pensioners under the accepted retirement age, and certain classes of pensioners who have reached the accepted retirement age. A rebate of \$71.60 for waste management and \$150 on rates are available to eligible pensioners.

Works by Council on private land

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

Section 611 charges

Under *Section 611 of the Local Government Act 1993* an annual charge is proposed to be levied on the person for the time being

in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

The amount of the charge is determined following an independent auditor's review of the annual assessment of mains for the previous year ended 31 December carried out on behalf of the Local Government NSW Association.

Financial Hardship Policy

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

Interest charges on overdue rate

Interest charges on unpaid rates and charges will accrue daily at the rate set for the 2024/25 year by the NSW Government. In accordance with *Section 566 of the Local Government Act 1993*, the maximum interest rate for the 2024/25 year is 10.5% per annum.

Schedule of fees and charges

Fees and charges encompass the following:

- Regulatory functions of the Council under the *Local Government Act 1993, Chapter 7*
- Services provided on an annual basis under s501, such as waste management services prescribed by regulation
- Charges for actual use of a service s502
- Fees for any service provided s608
- Annual charges for use of public places s611.

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

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

External borrowings

External borrowing is proposed in 2024/25 to part fund the construction of the Warriewood Community Centre.

External loan 2024/25	\$'000
Warriewood Valley Community Centre	10,450

Refinancing of an existing loan which has an initial 10-year term will also be undertaken. The residual at maturity of the initial term was based on repayments over a term of 20 years. The refinancing of this loan is consistent with the loan documentation and planning undertaken at its initiation and was endorsed by Council at their meeting on 27 June 2023.

Refinance external loan 2024/25	\$'000
Former Manly Council Loan CBA 48	2,400

An internal loan from the Mona Vale Cemetery Internal Cash Reserve was endorsed by Council at their meeting on 27 June 2023 to part fund the Enterprise Resource Planning system replacement. The loan will be repaid to this internally restricted reserve over 10 years with the equivalent interest the funds would have earned over the same period:

Internal loan 2024/25	\$'000
ERP Project – internal loan from the Mona Vale Cemetery Internally Restricted Cash Reserve	2,400

Community grants

The Council partners with the community and businesses to deliver projects and programs that build the social, cultural, environmental, and economic life of the Northern Beaches and further the achievement of the outcomes and vision of Northern Beaches Community Strategic Plan. Financial assistance is provided through grants and subsidies under s356 of the Local Government Act 1993.

The proposed expenditure on financial assistance in the 2024/25 financial year is:

Community Grants 2024/25	\$
Community development grants	120,000
Community library grants	128,713
Community social services financial assistance	269,440
Surf lifesaving subsidies	259,474
Arts and creativity grants	110,000
Eco-Schools grants	10,000
Environmental grants	50,000
Community event grants and sponsorship	200,000
Placemaking grants	20,000
Local Heritage Fund grants	12,500
Sport and recreation youth and infrastructure grants	13,149
Sports club capital assistance program	100,000
Charitable or not-for-profit community organisations waste disposal at Kimbriki	16,000
Collaroy-Narrabeen coastal protection works on private land	600,000
Total	1,909,276

Resources are also available on the [Council's website](#) to help organisations and community groups seeking and applying for grants funding.

132 Income Statement

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Income from continuing operations							
Rates and annual charges	225,941	234,424	246,515	259,113	269,123	277,032	285,025
User charges and fees	79,722	91,876	98,462	101,855	104,159	106,420	108,943
Other revenues	22,343	20,086	19,678	20,684	20,986	21,301	21,623
Grants and contributions provided for operating purposes	27,165	31,496	25,377	22,502	20,132	19,571	20,832
Grants and contributions provided for capital purposes	43,952	33,917	27,073	32,343	24,889	15,775	10,969
Interest and investment revenue	1,238	7,085	10,594	8,411	4,753	4,357	4,412
Other Income	6,736	6,392	6,472	6,785	6,949	7,123	7,301
Net gain from the disposal of assets	960	167	401	392	595	622	433
Total income from continuing operations	408,057	425,443	434,572	452,085	451,586	452,201	459,537
Expenses from continuing operations							
Employee benefits and on-costs	134,560	146,153	158,920	170,968	176,187	180,105	183,969
Materials and services	142,766	157,273	168,864	177,914	182,542	178,406	180,717
Borrowing costs	2,624	2,738	2,596	2,436	2,942	2,879	2,955
Depreciation, amortisation and impairment for non-financial assets	45,508	46,821	49,380	52,149	53,905	56,257	56,134
Other expenses	20,969	20,765	22,774	21,398	21,333	21,866	22,413
Net loss from the disposal of assets	-	-	-	-	-	-	-
Total expenses from continuing operations	346,427	373,750	402,534	424,866	436,909	439,513	446,188
Operating result - Surplus / (Deficit)	61,630	51,693	32,038	27,219	14,677	12,688	13,349
Operating result before grants and contributions provided for capital purposes	17,678	17,776	4,965	(5,125)	(10,212)	(3,087)	2,380
Full time equivalent positions (excl. Kimbriki)	1,246.5 FTE	1,265.0 FTE	1,283.0 FTE	1,301.6 FTE			

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000		Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000
Rates and Annual Charges									
Ordinary Rates - Residential	146,339	149,905	155,589	163,278					
Ordinary Rates - Farmland	15	16	16	17					
Ordinary Rates - Business	28,546	29,255	30,334	31,830					
Pensioner Rebates	(1,909)	(1,824)	(1,804)	(1,684)					
Pensioner Rate Subsidies Received	997	948	921	859					
Pensioner Annual Charges Subsidies Received	354	337	343	343					
Special Rates - Business	1,408	1,395	1,462	1,552					
Domestic Waste Management Services	48,978	53,218	58,521	61,797					
Pensioner rebates - DWM	(1,170)	(1,204)	(1,238)	(1,241)					
Stormwater Management Services	2,207	2,208	2,209	2,208					
Section 611 Charges	176	169	162	153					
Rates and Annual Charges	225,942	234,423	246,515	259,113					
User Charges and Fees									
Aquatic Centres	5,554	9,153	10,344	10,713					
Caravan Park	4,923	7,358	7,715	7,813					
Cemeteries	1,120	1,071	1,369	724					
Child Care	11,866	13,605	14,214	15,819					
Community Centres	1,488	2,191	2,357	2,819					
Currawong State Park	285	319	490	586					
Glen Street Theatre						765	1,298	1,485	2,061
Golf Course & Driving Range						2,597	2,451	2,676	2,693
Kimbriki Waste & Recycling Centre						25,381	24,614	25,867	25,765
Libraries						81	136	95	98
Parking Areas						10,349	13,452	14,459	14,989
Planning and Building Regulation						8,088	9,068	10,110	9,812
Regulatory / Statutory Fees						521	782	967	1,091
Restoration Charges						1,835	1,087	968	1,040
Section 10.7 Certificates (EPA Act)						825	818	829	875
Section 603 Certificates (LG Act)						482	380	455	454
Sportsfields and Reserves						1,231	1,651	1,660	1,803
Other Fees						2,331	2,443	2,404	2,699
User Charges and Fees	79,722	91,876	98,462	101,855					
Other Revenues									
Advertising Income						1,013	1,362	1,101	898
Ex Gratia Rates						25	25	26	28
Legal Fees Recovery - Other						264	440	206	245
Licences, Consents & Deeds						3,228	3,279	3,407	3,624
Parking Fines						5,749	5,636	5,900	7,100
Other Fines						446	487	582	667

134 Income

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000		Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000
Other Revenues					Interest and Investment Revenue				
Recycling Income (Domestic)	631	672	660	650	Interest on Overdue Rates & Annual Charges	379	372	456	490
Sale of Inventories	853	1,286	1,357	1,384	Interest on Cash and Investments	859	6,713	10,138	7,920
Other Revenues - Kimbriki	3,967	4,287	4,045	3,763	Interest and Investment Revenue	1,238	7,085	10,594	8,411
Other Revenues	6,167	2,612	2,394	2,326	Other Income				
Other Revenues	22,342	20,087	19,678	20,684	Rental Income - Investment Properties	246	233	292	334
Grants and Contributions – Operating					Rental Income - Leased Council Properties	6,153	5,974	6,156	6,451
Operational Grants - General Purpose (untied)	10,779	11,742	4,812	9,509	Investments at fair value through profit and loss	17	20	24	-
Operational Grants - Specific Purpose (tied)	14,874	18,425	18,308	11,774	Investment properties at fair value through profit and loss	320	165	-	-
Operational Contributions - Other Contributions	1,512	1,329	2,257	1,219	Other Income	6,736	6,392	6,472	6,785
Grants and Contributions – Operating	27,165	31,496	25,377	22,502	Gain / (loss) on Disposal of Assets				
Grants and Contributions – Capital					Proceeds from Disposal - Plant & Equipment	1,995	2,112	2,732	2,183
Capital Grants - Specific Purpose (tied)	26,112	16,027	14,310	23,655	WDV - Plant & Equipment	(492)	(523)	(2,331)	(1,791)
Capital Contributions - Developer Contributions	14,905	13,826	11,324	7,668	WDV Infrastructure	(1,779)	(1,477)	-	-
Non-Cash Capital Contributions - Developer Contributions	-	841	-	-	WDV - Property	(503)	-	-	-
Capital Contributions - Other Contributions	2,934	3,221	1,438	1,021	Proceeds from Disposal - Property	1,739	55	-	-
Non-Cash Capital Contributions - Other Contributions	-	3	-	-	Gain / (loss) on Disposal of Assets	960	167	401	392
Grants and Contributions – Capital	43,951	33,917	27,073	32,343	Income from Continuing Operations	408,057	425,443	434,572	452,085

Operational expenditure

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000		Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000
Employee Benefits and On-Costs									
Salaries and Wages	(113,894)	(116,284)	(125,746)	(137,528)					
Kimbriki Salaries and Oncosts	(4,579)	(4,893)	(5,056)	(5,355)					
Employee Termination Costs	(524)	(980)	(505)	-					
Employee Leave Entitlements (ELE)	(8,082)	(14,524)	(15,477)	(14,899)					
Superannuation	(12,901)	(13,557)	(15,695)	(17,545)					
Workers' Compensation Insurance	(945)	(2,634)	(2,931)	(3,151)					
Fringe Benefit Tax (FBT)	(723)	(841)	(836)	(889)					
Capitalised Employee Costs	7,087	7,560	7,327	8,399					
Employee Benefits and On-Costs	(134,560)	(146,153)	(158,920)	(170,968)					
Borrowing Costs									
Interest on Loans	(827)	(762)	(664)	(516)					
Interest on Leases	(288)	(251)	(241)	(148)					
Amortisation of Discounts and Premiums	(1,510)	(1,725)	(1,691)	(1,772)					
Borrowing Costs	(2,624)	(2,739)	(2,596)	(2,436)					
Materials and Services									
Agency Personnel	(2,866)	(4,051)	(2,737)	(4,235)					
Audit Fees	(247)	(238)	(255)	(262)					
Bank Charges	(575)	(638)	(765)	(776)					
Bush Regeneration	(4,450)	(5,226)	(5,472)	(4,956)					
Cleaning	(6,898)	(6,997)	(7,185)	(7,650)					
Consultancy	(386)	(491)	(429)	(467)					
Councillors' (include. Mayor) Expenses	(136)	(178)	(153)	(236)					
Councillors' Fees	(465)	(522)	(543)	(568)					
Election Expenses	(1,371)	-	-	(1,740)					
Electricity, Heating & Water	(4,110)	(4,673)	(5,550)	(5,547)					
Environment & Floodplain Management	(3,645)	(2,781)	(6,216)	(3,837)					
External Roadwork	(6,249)	(14,021)	(12,033)	(8,649)					
Golf Course & Driving Range	(1,313)	(1,426)	(1,332)	(1,431)					
Insurance	(3,452)	(3,773)	(4,044)	(4,331)					
IT & Communications	(9,555)	(10,433)	(15,413)	(20,987)					
Kimbriki Waste & Recycling Centre	(16,632)	(15,559)	(16,337)	(17,059)					
Land Use Planning	(1,002)	(636)	(1,043)	(710)					
Legal Fees - Other	(1,210)	(1,515)	(1,554)	(1,936)					
Legal Fees - Planning & Development	(1,044)	(863)	(1,384)	(1,100)					
Lifeguard Services	(1,442)	(1,497)	(1,540)	(1,589)					
Maintenance & Servicing	(5,889)	(6,488)	(5,588)	(5,720)					
Management Fees	(1,917)	(2,247)	(2,538)	(2,535)					
Materials and Services - Other	(3,347)	(4,315)	(5,271)	(5,193)					
Mayoral Fee	(90)	(102)	(105)	(110)					
NSW Revenue Fine Processing Fees	(828)	(717)	(907)	(958)					

136 Operational expenditure

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000		Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000
Parking	(667)	(712)	(867)	(1,045)	Depreciation - Other	(12,159)	(11,899)	(11,665)	(12,061)
Performance & Events	(2,166)	(1,734)	(1,880)	(2,353)	Amortisation - Asset Remediation	(718)	(763)	(718)	(718)
Plant & Vehicle	(2,442)	(2,934)	(3,028)	(2,950)	Amortisation - Right of Use Assets	(1,366)	(1,299)	(1,266)	(1,266)
Printing, Postage & Stationery	(1,057)	(1,162)	(1,402)	(1,359)	Depreciation, Amortisation and Impairment	(45,507)	(46,820)	(49,380)	(52,149)
Raw Materials & Consumables	(4,010)	(4,515)	(4,904)	(5,238)	Other Expenses				
Recreation & Sportsfields	(7,608)	(8,428)	(7,972)	(8,142)	Planning Levy	(691)	(703)	(728)	(751)
Stormwater	(883)	(1,438)	(830)	(908)	Waste Levy	(8,526)	(8,903)	(9,804)	(9,326)
Street Lighting	(2,444)	(2,711)	(2,500)	(2,685)	Emergency Services Levy	(6,416)	(7,785)	(9,300)	(8,896)
Tree Works	(5,612)	(3,835)	(3,348)	(3,432)	Crown Land Levy	(122)	(171)	(165)	(179)
Waste Collection	(17,077)	(18,167)	(19,578)	(20,554)	Donations, Contributions and Assistance to Orgs	(4,830)	(2,839)	(2,347)	(1,824)
Waste Disposal & Processing	(12,370)	(15,393)	(17,668)	(20,343)	Fair Value Adjustment Investment Properties	-	-	-	-
Training Costs	(693)	(781)	(1,093)	(945)	Land Tax	(329)	(324)	(350)	(342)
Valuation Fees	(477)	(471)	(501)	(519)	Impairment of Receivables	(55)	(40)	(81)	(81)
Other Contracts	(6,143)	(5,605)	(4,899)	(4,858)	Other Expenses	(20,969)	(20,766)	(22,774)	(21,398)
Materials and Services	(142,766)	(157,274)	(168,864)	(177,914)	Expenses from Continuing Operations	(346,427)	(373,751)	(402,534)	(424,866)
Depreciation, Amortisation and Impairment					Net operating result - Surplus / (Deficit)	61,630	51,693	32,038	27,219
Depreciation - Buildings	(7,972)	(8,698)	(9,796)	(10,205)	Net operating result before capital grants and contributions - Surplus / (Deficit)	17,679	17,775	4,965	(5,125)
Depreciation - Roads	(10,782)	(11,839)	(12,132)	(13,144)					
Depreciation - Stormwater	(6,916)	(6,156)	(6,395)	(6,565)					
Depreciation - Recreational and Other Infrastructure	(5,595)	(6,167)	(7,407)	(8,189)					

Statement of Financial Position

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
ASSETS: Current assets							
Cash and cash equivalents	6,697	6,605	10,314	10,569	10,906	11,038	11,553
Investments	150,625	175,623	167,479	142,144	119,610	116,139	117,365
Receivables	24,791	20,844	18,693	19,301	19,707	20,161	20,587
Inventories	397	372	372	384	394	403	413
Prepayments	2,975	3,364	3,364	3,472	3,558	3,647	3,739
Total current assets	185,485	206,808	200,222	175,870	154,176	151,389	153,657
ASSETS: Non-current assets							
Investments	760	678	678	540	397	255	113
Receivables	1,007	1,012	1,012	1,062	1,098	1,135	1,167
Infrastructure, property, plant and equipment	5,218,499	5,413,807	5,539,790	5,701,953	5,833,408	5,949,728	6,059,137
Investment property	6,155	6,320	6,320	6,485	6,650	6,815	6,980
Right of use assets	9,110	7,811	6,470	5,209	3,947	2,686	1,424
Other	-	-	-	-	-	-	-
Total non-current assets	5,235,531	5,429,628	5,554,270	5,715,248	5,845,500	5,960,619	6,068,821
Total Assets	5,421,016	5,636,436	5,754,492	5,891,117	5,999,676	6,112,007	6,222,479

138 Statement of Financial Position

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
LIABILITIES: Current liabilities							
Payables	45,393	47,806	47,910	48,897	49,545	50,290	51,042
Contract Liabilities	24,206	27,619	17,068	3,592	3,652	3,751	3,864
Lease Liabilities	1,238	1,241	1,269	1,307	1,347	1,388	1,430
Borrowings	4,770	3,340	2,098	2,596	1,594	1,883	1,990
Employee benefit provisions	35,553	34,754	34,754	36,799	37,758	38,930	40,139
Provisions	759	1,060	1,060	1,123	1,321	7,892	1,273
Total current liabilities	111,919	115,820	104,159	94,314	95,217	104,134	99,738
LIABILITIES: Non-current liabilities							
Payables	150	100	50	-	-	-	-
Contract Liabilities	7,466	8,239	12,604	10,147	7,208	7,117	7,026
Lease Liabilities	8,237	6,996	5,673	4,365	3,018	1,630	200
Borrowings	12,538	9,185	7,280	15,134	16,040	14,157	12,167
Employee benefit provisions	761	1,843	1,843	1,952	2,003	2,066	2,131
Provisions	43,404	45,094	40,465	42,452	44,241	39,607	41,719
Total non-current liabilities	72,556	71,457	67,914	74,050	72,510	64,577	63,242
Total liabilities	184,475	187,277	172,073	168,364	167,727	168,711	162,980
Net assets	5,236,541	5,449,159	5,582,419	5,722,753	5,831,949	5,943,296	6,059,498

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
EQUITY							
Accumulated Surplus	4,928,924	4,980,559	4,972,784	4,997,545	5,012,237	5,025,616	5,040,660
IPP&E Revaluation Surplus	307,617	468,600	609,635	725,209	819,712	917,680	1,018,838
Total Equity	5,236,541	5,449,159	5,582,419	5,722,753	5,831,949	5,943,296	6,059,498

140 Statement of Cashflows

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Cash flows from operating activities: Receipts							
Rates and annual charges	226,388	234,281	246,410	258,610	268,849	276,748	284,783
User charges and fees	84,398	96,268	103,682	107,755	110,290	112,682	115,353
Interest received	1,182	4,873	10,533	8,401	4,753	4,322	4,374
Grants and contributions	56,687	76,799	61,204	39,282	42,489	35,602	32,033
Bonds, deposits and retentions received	7,098	7,741	9,912	7,742	7,742	7,742	7,742
Other	45,656	41,346	41,261	45,084	45,142	43,608	43,755
Cash flows from operating activities: Payments							
Payments to employees	(137,235)	(145,037)	(158,533)	(168,477)	(175,018)	(178,676)	(182,495)
Payments for materials and services	(158,507)	(176,928)	(185,656)	(204,094)	(206,085)	(199,446)	(207,050)
Borrowing costs	(1,142)	(1,064)	(956)	(664)	(1,084)	(932)	(923)
Bonds, deposits and retentions refunded	(5,466)	(5,571)	(5,571)	(7,742)	(7,742)	(7,742)	(7,742)
Other	(28,886)	(22,019)	(20,197)	(21,000)	(21,153)	(21,606)	(22,145)
Net Cash flows from operating activities	90,173	110,689	102,089	64,898	68,183	72,302	67,685
Cash flows from investing activities: Receipts							
Sale of investments	338,038	272,227	302,602	323,300	319,100	301,000	306,000
Proceeds from sale of PPE	3,734	2,167	2,732	2,183	2,778	2,847	3,238

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Cash flows from investing activities: Payments							
Purchase of investment securities	(352,829)	(297,123)	(319,427)	(297,826)	(296,424)	(297,386)	(307,084)
Payments for PPE	(76,755)	(81,973)	(79,793)	(99,263)	(91,775)	(75,566)	(65,924)
Net Cash flows from investing activities	(87,812)	(104,702)	(93,887)	(71,606)	(66,321)	(69,105)	(63,770)
Cash flows from financing activities: Receipts							
Proceeds from borrowings	-	-	-	10,450	2,500	-	-
Cash flows from financing activities: Payments							
Repayment of borrowings	(5,018)	(4,783)	(3,147)	(2,098)	(2,596)	(1,594)	(1,883)
Lease liabilities (principal repayments)	(1,269)	(1,238)	(1,231)	(1,269)	(1,307)	(1,347)	(1,388)
Dividends paid to minority interest	(38)	(58)	(115)	(119)	(122)	(125)	(128)
Net Cash flows from financing activities	(6,325)	(6,079)	(4,494)	6,964	(1,525)	(3,066)	(3,399)
Net change in cash and cash equivalents	(3,964)	(92)	3,709	256	337	131	516
Cash and cash equivalents at beginning of year	10,661	6,697	6,605	10,314	10,569	10,906	11,038
Cash and cash equivalents at end of year	6,697	6,605	10,314	10,569	10,906	11,038	11,553
Investments at year end	140,541	151,332	168,157	142,684	120,008	116,394	117,478
Cash, cash equivalents and investments at end of year	147,238	157,937	178,471	153,253	130,914	127,432	129,032
Net change in cash, cash equivalents and investments		10,699	20,534	(25,218)	(22,339)	(3,482)	1,600

142 Cash and Investments Statement

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Total Cash and Investments	147,238	157,937	178,471	153,253	130,914	127,432	129,032
Represented by: Externally restricted							
Developer Contributions	36,457	43,446	41,133	32,718	20,549	18,681	19,754
Unexpended Grants - not tied to liability	566	597	-	-	-	-	-
Domestic Waste Management	3,401	7,626	10,658	12,158	13,598	14,736	16,878
Other externally restricted reserves	722	618	1,057	1,080	1,242	260	398
Total Externally Restricted	41,146	52,286	52,849	45,955	35,389	33,678	37,030
Represented by: Internally Restricted							
Deposits, Retentions & Bonds	15,380	17,550	17,550	17,550	17,550	17,550	17,550
Employee Leave Entitlement	7,026	7,111	7,111	7,362	7,619	7,883	8,153
Kimbriki Landfill Remediation	13,597	15,418	17,906	20,253	22,534	24,713	20,474
Unexpended Grants - tied to liability	28,600	31,960	26,775	10,891	8,118	8,187	8,261
Other	15,582	18,794	17,839	13,319	11,668	9,254	9,859
Total Internally Restricted	80,184	90,833	87,180	69,375	67,488	67,586	64,296
Total Restricted Cash	121,330	143,119	140,029	115,330	102,877	101,264	101,327
Total Unrestricted Cash	25,908	14,818	38,442	37,923	28,037	26,168	27,705

Capital Budget Statement

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Capital Funding							
Working Capital	7,785	16,118	6,604	3,731	1,538	1,544	2,550
Depreciation	22,098	32,322	33,684	32,196	41,000	42,990	43,154
Capital grants and contributions							
Grants and contributions	29,262	20,265	15,788	24,676	17,692	6,548	3,913
Externally restricted reserves							
Developer contributions	8,038	8,088	15,509	17,298	18,122	11,469	6,503
Domestic Waste	-	-	-	-	-	-	-
Other	1,797	2,347	1,667	2,055	2,009	3,156	2,037
Internally restricted reserves							
Merger savings fund	1,893	343	373	518	343	-	-
Borrowings	-	-	-	9,935	2,015	1,000	-
Other	4,005	1,260	3,437	6,670	6,278	6,012	4,529
Income from sale of assets							
Plant and equipment	1,995	2,112	2,732	2,183	2,778	2,847	3,238
Total funding	76,872	82,856	79,793	99,263	91,775	75,566	65,924

144 Capital budget statement cont.

	Result 2021/22 \$'000	Result 2022/23 \$'000	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Projected 2025/26 \$'000	Projected 2026/27 \$'000	Projected 2027/28 \$'000
Capital Expenditure							
Buildings	21,091	15,413	11,475	21,755	13,004	14,956	8,994
Community Land	-	838	-	-	-	-	-
Furniture & Fittings	730	74	72	169	36	36	36
Land Improvements	-	-	6,088	3,371	2,917	2,940	2,964
Land Under Roads	-	-	-	-	-	-	-
Library Books	868	685	718	799	752	771	790
Office Equipment	1,995	2,904	3,281	2,410	2,608	2,500	2,563
Open Space / Recreational	9,387	10,501	15,375	13,980	17,938	9,350	8,492
Other Assets	696	163	411	419	343	-	-
Other Structures	3,419	2,302	2,066	6,652	5,847	3,598	3,941
Plant & Equipment	3,545	3,275	6,188	8,758	8,809	8,956	7,809
Road, Bridges & Footpaths	26,574	24,323	24,699	29,149	29,683	21,689	19,572
Stormwater Drainage	5,505	8,485	8,646	10,122	9,047	9,360	9,532
Swimming Pools	345	1,109	775	1,680	791	1,410	1,232
Other Kimbriki Assets	2,718	12,785	-	-	-	-	-
Total expenditure	76,872	82,856	79,793	99,263	91,775	75,566	65,924

Statement of performance measures

	OLG Benchmark	Result 2021/22	Result 2022/23	Forecast 2023/24	Budget 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28
Budget Performance								
Operating Performance Ratio	> 0%	4.5%	4.5%	1.1%	(1.3%)	(2.5%)	(0.8%)	0.5%
measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.		✓	✓	✓	✗	✗	✗	✓
Own Source Operating Revenue Ratio	> 60%	82.5%	84.6%	87.9%	87.9%	90.0%	92.2%	93.1%
measures fiscal flexibility. It is the degree of reliance on external funding sources.		✓	✓	✓	✓	✓	✓	✓
Operational Liquidity								
Unrestricted Current Ratio	> 1.5x	1.90x	1.92x	2.17x	2.30x	2.09x	1.81x	1.95x
represents a council's ability to meet short-term obligations as they fall due.		✓	✓	✓	✓	✓	✓	✓
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	< 5%	3.6%	3.6%	3.5%	3.5%	3.4%	3.5%	3.4%
expressed as a percentage of total rates and charges available for collection in the financial year.		✓	✓	✓	✓	✓	✓	✓
Cash Expense Cover Ratio	> 3mths	5.6mths	6.1mths	5.7mths	4.6mths	3.8mths	3.7mths	3.7mths
liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.	N/A	✓	✓	✓	✓	✓	✓	✓

146 Statement of performance measures (continued)

	OLG Benchmark	Result 2021/22	Result 2022/23	Forecast 2023/24	Budget 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28
Liability and Debt Management								
Debt Service Cover Ratio	> 2x	7.3x	7.7x	9.9x	10.9x	8.4x	12.5x	12.7x
measures the availability of operating cash to service loan repayments.		✓	✓	✓	✓	✓	✓	✓
Asset Management								
Building and Infrastructure Renewals Ratio	> 100%	112.7%	130.8%	103.0%	98.1%	100.1%	96.1%	93.1%
assesses the rate at which these assets are being renewed against the rate at which they are depreciating.		✓	✓	✓	✗	✓	✗	✗
Infrastructure Backlog Ratio	< 2%	1.53%	1.49%	1.64%	1.63%	1.64%	1.66%	1.68%
ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure.		✓	✓	✓	✓	✓	✓	✓
Asset Maintenance Ratio	> 100%	100.6%	109.7%	99.6%	92.5%	92.5%	92.6%	92.6%
ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing.		✓	✓	✗	✗	✗	✗	✗
Cost to bring assets to agreed service level	N/A	1.26%	1.22%	1.35%	1.35%	1.36%	1.38%	1.40%
ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure.		✓	✓	✓	✓	✓	✓	✓





Capital works program 2024 - 2028



150 Consolidated new works

CSP	Project	2024/25 Funding Source					Forecast		
		Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Environment and sustainability									
Coastal protection works									
G2	Collaroy-Narrabeen coastal protection works	3,776	1,316	100	669	1,690	3,737	3,196	3,000
Stormwater program									
G2	Planned stormwater new works	1,955	-	1,955	-	-	1,942	1,930	1,917
G2	Oxford Falls Road west flood mitigation	3,000	-	-	-	3,000	-	-	-
Total new works - Environment and sustainability		8,731	1,316	2,055	669	4,690	5,679	5,126	4,917
Kimbriki Resource Recovery Centre									
Kimbriki improvements									
G4	Kimbriki gas capture system	75	75	-	-	-	77	80	82
G4	Kimbriki future cell development	2,676	2,676	-	-	-	2,200	2,200	2,200
Total new works - Kimbriki Resource Recovery Centre		2,751	2,751	-	-	-	2,277	2,280	2,282
Community, arts and culture									
Community centre improvements									
G7 G12	Warriewood Valley Community Centre	15,876	47	9,935	5,844	50	515	-	-
Cultural improvements									
G7 G12	Coast walk - art trail	419	-	419	-	-	343	-	-
Total new works - community, arts and culture		16,294	47	10,354	5,844	50	858	-	-

* Financed through an external loan

Consolidated new works cont.

CSP	Project	2024/25 Funding Source					Forecast		
		Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Library services									
Community space and learning									
G7 G12	Library local priority grant purchases	169	-	-	-	169	36	36	36
Library upgrades									
G7 G12	Mona Vale Library - upgrades and new works	140	-	140	-	-	-	-	-
Total new works - library services		309	-	140	-	169	36	36	36
Parks and recreation									
Foreshore and building improvements									
G12	Freshwater Beach masterplan implementation	1,525	-	-	1,300	225	-	-	-
G12	Manly Life Saving Club	500	500	-	-	-	3,550	6,300	-
G12	Clontarf masterplan implementation	40	-	-	40	-	550	1,500	-
G12	Little Manly Beach Masterplan Implementation	229	-	-	229	-	-	-	-
Playground improvements									
G12	Dee Why Beach (Michaela Howie) Playground Upgrade	456	-	-	206	250	-	-	-
G12	Parkes Reserve, Collaroy Plateau playground	-	-	-	-	-	-	150	-
G12	Outdoor Gyms - Dee Why and Manly Beach	100	-	-	100	-	230	-	-
G12	Aranda Reserve, Frenchs Forest playground upgrade	15	-	-	-	15	-	-	-

152 Consolidated new works cont.

CSP	Project	2024/25 Funding Source				Forecast		
		Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000
	Recreational trails							
G12	Manly Dam boardwalk	2,500	-	-	-	2,500	-	-
G12	Manly Dam mountain bike trail upgrade	230	-	-	230	-	-	-
G12	Bridle Trail	50	-	-	-	50	-	-
	Reserves and parks improvements							
G12	Warriewood Valley - public space and recreation	255	-	-	255	-	3,623	-
G12	Reserve - new pathway and lighting program	-	-	-	-	-	-	300
G12	Frenchs Forest Precinct park upgrades	2,000	-	-	-	2,000	2,541	-
G12	Beverly Job Reserve, Narrabeena youth space	70	-	-	-	70	-	-
G12	Ivanhoe Park Masterplan Implementation	-	-	-	-	-	-	500
G12	Governor Phillip Reserve masterplan implementation	-	-	-	-	-	100	750
G12	North Narrabeen Reserve masterplan implementation	-	-	-	-	-	-	110
G12	Catherine Park, Scotland Island	-	-	-	-	-	50	250
G12	Swaine Reserve, Balgowlah	50	-	-	-	50	-	-
	Sportsgrounds improvements							
G12	Sports club capital assistance program	100	100	-	-	-	100	100
G12	Warringah Recreation Centre, North Manly upgrades	1,500	-	-	700	800	5,203	-
G12	Seaforth Bike Park	150	-	-	150	-	350	-
G12	New Basketball Facilities	200	-	-	200	-	-	-

Consolidated new works cont.

CSP	Project	2024/25 Funding Source					Forecast		
		Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
G12	Seaforth Oval Cricket Turf Wicket Installation	220	-	-	-	220	-	-	-
	Town centre and village upgrades								
G11 G15	Commercial centre upgrade program	-	-	-	-	-	1,000	1,000	1,000
	Total new works - Parks and recreation	10,191	600	-	3,411	6,180	17,297	10,960	3,900
	Economic development, events and engagement								
	Town and village centre activations								
G12	Manly laneways	-	-	-	-	-	-	650	120
G12	Avalon Place Plan implementation	500	-	-	500	-	765	-	-
	Total new works - Economic development, events and engagement	500	-	-	500	-	765	650	120
	Transport, traffic and active travel								
	Active travel – cycleways and footpaths								
G16	New footpaths	1,500	-	-	1,500	-	1,500	1,500	1,500
G16	Connecting Communities - footpaths programs	900	-	-	-	900	-	-	-
G16	Connecting Communities - cycleways program	2,650	-	-	-	2,650	2,500	-	-
G16	Shared path from B-Line Stop to Boondah Rd	-	-	-	-	-	164	-	-
G16 G17	Queenscliff Headland access ramp	900	-	-	-	900	-	-	-
G17	Dee Why Beach secure bike storage	65	-	-	65	-	-	-	-
G16 G17	Pedestrian and cyclist bridge Pittwater Road, Queenscliff	1,990	-	-	-	1,990	1,000	-	-

154 Consolidated new works cont.

CSP	Project	2024/25 Funding Source					Forecast		
		Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
	Car parks and parking stations								
G16 G17	Smart parking infrastructure	250	-	-	250	-	-	-	-
	Road and related infrastructure upgrades								
G17	New traffic facilities	3,600	-	-	800	2,800	2,000	1,000	1,000
G17	Scotland Island roads and drainage improvements	684	264	-	-	420	1,741	164	168
G17	Warriewood Valley – traffic and transport infrastructure	1,374	-	-	1,374	-	5,014	1,417	203
G17	Church Point - New infrastructure	1,800	-	-	1,800	-	-	-	-
G17	Kerb and gutter new works	300	-	-	300	-	200	200	-
G17	Traffic Facility Delivery - accelerated	100	-	-	-	100	-	-	-
G8 G17	Safer schools infrastructure	607	-	-	-	607	-	-	-
	Wharf upgrades								
G17	Church Point commuter wharf expansion	50	-	-	50	-	260	-	-
	Total new works - Transport, traffic and active travel	16,770	264	-	6,138	10,367	14,379	4,282	2,871

Consolidated new works cont.

		2024/25 Funding Source					Forecast		
CSP	Project	Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Property and facilities									
Emergency buildings program									
G2 G8	Terrey Hills Emergency Services Headquarters	124	-	-	-	124	-	-	-
Public amenities improvements									
G9 G12	West Esplanade, Manly accessible amenity	286	-	-	286	-	-	-	-
G12	Freshwater Beach amenities	300	-	-	300	-	750	-	-
G12	Newport Oval sports amenities upgrade	150	-	-	150	-	-	-	-
Total new works - Property and facilities		860	-	-	736	124	750	-	-
Total new works		56,405	4,978	12,549	17,298	21,581	42,041	23,333	14,126

156 Consolidated renewal works cont.

CSP	Project	2024/25 Funding Source					Forecast		
		Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Environment and sustainability									
Stormwater program									
G2	Planned stormwater renewal works	4,060	4,060	-	-	-	5,972	6,272	6,429
G2	Reactive stormwater renewal works	1,006	1,006	-	-	-	1,029	1,053	1,078
G2	Gross pollutant trap renewal works	102	102	-	-	-	104	106	109
Water and energy saving initiatives									
G4 G5	Energy Savings Initiatives Program	113	113	-	-	-	321	321	329
G4 G5	Water saving and re-use initiatives	25	25	-	-	-	77	86	90
Total renewal works - Environment and sustainability		5,305	5,305	-	-	-	7,503	7,838	8,035
Waste and cleansing									
Plant and equipment									
G11 G20	Public place bin enclosures	100	100	-	-	-	100	100	100
Total renewal works - waste and cleansing		100	100	-	-	-	100	100	100
Kimbriki Resource Recovery Centre									
Kimbriki improvements									
G4	Kimbriki vehicles	-	-	-	-	-	146	168	110
G4	Kimbriki renewal program	619	619	-	-	-	640	660	682
G4	Kimbriki other	75	75	-	-	-	77	79	82
Total renewal works - Kimbriki Resource Recovery Centre		694	694	-	-	-	863	907	873

Consolidated renewal works cont.

CSP	Project	2024/25 Funding Source					Forecast		
		Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Community, arts and culture									
Community centre improvements									
G12	Community buildings works program	-	-	-	-	-	1,407	1,645	1,964
G12	Community centres minor works program	-	-	-	-	-	168	172	176
Cultural improvements									
G12	Glen Street Theatre - renewal works	425	425	-	-	-	149	150	153
G7 G12	Creative Arts Space - Mona Vale Design Works	100	-	100	-	-	-	-	-
Total renewal works - Community, arts and culture		525	425	100	-	-	1,725	1,967	2,293
Children's services									
Children's services									
G9 G12	Children's centres works program	-	-	-	-	-	166	170	174
Total renewal works - Children's services		-	-	-	-	-	166	170	174
Library services									
Community space and learning									
G9	Library books - replacement	799	799	-	-	-	752	771	790
Library upgrades									
G12	Library buildings works program	-	-	-	-	-	161	169	173
Total renewal works - Library services		799	799	-	-	-	913	940	963

158 Consolidated renewal works cont.

CSP	Project	2024/25 Funding Source					Forecast		
		Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Parks and recreation									
Foreshore and building improvements									
G12	Foreshores renewal program	538	538	-	-	-	1,810	2,130	1,601
G12	Rockpool renewal program	893	893	-	-	-	741	910	719
G12	Dinghy storage	40	40	-	-	-	40	40	40
G12	Tidal pools refurbishment	787	787	-	-	-	50	500	513
G12	Surf Life Saving Club minor renewal works	1,050	1,050	-	-	-	1,065	1,000	1,025
G12	South Collaroy foreshore renewal	1,000	-	-	-	1,000	-	-	-
Playground improvements									
G12	Playground renewal program	605	605	-	-	-	773	1,033	1,039
Recreational trails									
G12	Recreational trails renewal program	453	453	-	-	-	180	420	489
Reserves and parks improvements									
G12	Reserves renewal program	368	368	-	-	-	634	662	674
Sportsgrounds improvements									
G12	Sportsfield renewal program	1,325	1,325	-	-	-	1,630	1,445	1,789
Town centre and village upgrades									
G12	Commercial centre renewal	499	499	-	-	-	1,114	818	1,294
G11	Balgowlah commercial centre renewal	-	-	-	-	-	-	460	-
Total renewal works - Parks and recreation		7,559	6,559	-	-	1,000	8,036	9,418	9,183

Consolidated renewal works cont.

CSP	Project	2024/25 Funding Source					Forecast		
		Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Property and facilities									
Aquatic centre improvements									
G12	Warringah Aquatic Centre renewal works	-	-	-	-	-	171	175	180
G12	Manly Aquatic Centre renewal works	-	-	-	-	-	216	221	226
Cemetery works									
G20	Mona Vale Cemetery works program	30	-	30	-	-	470	150	150
Civic building and compliance works									
G5 G6	Operational buildings works program	500	500	-	-	-	500	550	564
G5 G12	Sport buildings works program	1,300	1,300	-	-	-	1,325	1,390	1,424
G5 G12	Beach buildings works program	-	-	-	-	-	307	284	291
G5 G9	Disability access compliance works (DDA)	-	-	-	-	-	215	250	255
G5 G9 G12	Building Code of Australia compliance works (BCA)	-	-	-	-	-	254	254	261
G5 G12 G15	Sydney Lakeside Holiday Park, North Narrabeen renewal works	-	-	-	-	-	200	200	205
G5 G12 G15	Pittwater Golf Driving Range, Warriewood renewal works	100	100	-	-	-	50	50	51
G5 G6	Cromer Depot improvement plan works	150	150	-	-	-	150	150	-
Emergency buildings program									
G2 G8	Emergency buildings works program	-	-	-	-	-	150	150	154
G2 G3 G8	Terrey Hills Rural Fire Station	218	-	-	-	218	-	-	-
Public amenities improvements									
G8 G12	Public amenities works program	499	499	-	-	-	1,087	1,219	1,250
Total renewal works - Property and facilities		2,797	2,549	30	-	218	5,094	5,043	5,010

160 Consolidated renewal works cont.

CSP	Project	2024/25 Funding Source					Forecast		
		Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Transport, traffic and active travel									
Active travel – cycleways and footpaths									
G16	Footpath renewal works	1,251	1,251	-	-	-	1,281	1,459	1,496
Car parks and parking stations									
G16	Car park renewal works	286	286	-	-	-	390	832	853
G16	Multi storey car park renewal works	-	-	-	-	-	100	100	100
Plant and fleet									
G20	Major plant renewal	4,024	-	4,024	-	-	4,147	4,020	1,175
G20	Light fleet renewal	4,659	-	4,659	-	-	4,439	4,689	6,443
Road and related infrastructure upgrades									
G16	Bus stop renewal works	114	114	-	-	-	-	112	115
G16	Kerb and gutter renewal works	1,101	1,101	-	-	-	1,203	1,756	1,800
G16	Retaining wall renewal works	914	914	-	-	-	1,057	1,107	663
G16	Road resheeting program	7,095	5,218	-	-	1,877	7,797	9,034	9,260
G16	Bridge renewal works	818	818	-	-	-	1,022	80	-
Wharf upgrades									
G16	Wharves works program	2,407	2,407	-	-	-	1,290	162	700
Total renewal works - Transport, traffic and active travel		22,670	12,109	8,683	-	1,877	22,726	23,350	22,604

Consolidated renewal works cont.

		2024/25 Funding Source					Forecast		
CSP	Project	Budget 2024/25 \$'000	General \$'000	Reserves \$'000	Dev Contri \$'000	Grants \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Corporate support services									
IT improvements									
G20	IT infrastructure and devices – replacements	2,410	2,410	-	-	-	2,608	2,500	2,563
Total renewal works - Corporate support services		2,410	2,410	-	-	-	2,608	2,500	2,563
Total new works									
		42,858	30,950	8,813	-	3,095	49,733	52,233	51,799

Special Variation to Rates - Addendum

Like many councils in NSW, Northern Beaches Council is facing growing pressure to its financial sustainability. Increases in income, under the NSW rate peg system, have not reflected the rising costs of materials, contracts, and construction. Likewise, Sydney's inflation over the 4 years to 30 June 2024 is almost double the increase in rates income.

Council consulted with the community between 18 November 2024 to 12 January 2025 on options for a Special Variation to rates to improve Council's financial sustainability and infrastructure investment.

At its meeting on 28 January 2025, Council resolved to make an application to the Independent Pricing and Regulatory Tribunal for a Special Variation to rates to address the asset renewal and maintenance gap and support environmental and natural risk reduction programs, as well as provide the opportunity to deliver larger renewal projects in future years such as the renewal of the Warringah Aquatic Centre. The increase, if approved will commence in 2025/26 and involve annual increases inclusive of the rate peg of 12.1%, 11.7% and 11.5% applied over 3 years (a total cumulative increase of 39.6%).

The income from the Special Variation and expenditure by key service on programs is set out below. Details of the programs receiving additional funding are over the page.

Income and expenditure

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Opening balance	-	-	4,591	14,255
Additional rates income	-	16,279	35,082	56,800
Total	-	16,279	39,673	71,055
Expenditure by key service				
Environment and sustainability	-	3,448	6,088	11,088
Community, arts and culture	-	55	7	189
Environmental compliance	-	385	792	1,232
Parks and recreation	-	1,722	4,379	7,445
Transport, traffic and active travel	-	3,208	7,933	11,053
Economic development, events and engagement	-	-	1,587	2,520
Property and facilities	-	1,794	2,406	4,418
Total	-	10,612	23,192	37,945

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Future funding				
Working capital	-	420	864	1,344
Depreciation and maintenance on new assets above	-	-	14	94
Disaster Fund	-	656	1,348	2,076
Total	-	11,688	25,418	41,459
Closing balance	-	4,591	14,255	29,596

Environment and sustainability

CSP	Programs*	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Capital new					
G1	Water quality improvement (Clear Waters)	-	159	273	1,534
G1	Water sensitive urban design	-	48	111	205
G2	Climate change amplification	-	53	171	344
Total new expenditure		-	260	555	2083
Capital renewal					
G2	Planned and reactive stormwater renewal	-	1,080	1,279	1,915
G2	Minor stormwater works	-	43	89	137
G2	Ocean outfall stormwater renewal	-	-	136	210
G2	Flood mitigation program	-	372	1,164	1,793
Total renewal expenditure		-	1,495	2,668	4,055

CSP	Programs*	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Operational					
G2	Stormwater asset inspection	-	159	273	840
G2	Enhance stormwater asset maintenance	-	96	250	325
G2	Clear Waters maintenance program	-	3	17	32
G2	Gross pollutant trap (GPT) enhancement	-	7	38	15
G2	Beach nourishment investigations and approvals	-	-	109	392
G2	Bushfire management	-	106	109	112
G1	Bushland and invasive species management	-	538	1,107	1,704
G2	Contaminated lands management	-	212	218	224
G1	Creek rehabilitation program	-	106	218	336
G2	Floodplain management program	-	164	218	522
G2	Foreshore erosion mitigation and adaptation	-	53	55	56
G2	Geotechnical risk management	-	212	218	224
G2	Narrabeen Lagoon Entrance Management Strategy implementation	-	38	35	168
Total operational expenditure		-	1,694	2,865	4,950

*Subject to annual operational plan adoption

Community, arts and culture

CSP	Programs*	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Capital Renewal					
G12	Glen Street Theatre renewal	-	55	7	189
Total renewal expenditure		-	55	7	189

Environmental Compliance

CSP	Programs*	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Capital Renewal					
G12	Compliance services	-	385	792	1,232
Total renewal expenditure		-	385	792	1,232

Parks and recreation

CSP	Programs*	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Capital new					
G12	Playground upgrade program	-	-	145	728
G12	Aquatic Reserve lighting system	-	74	706	1,120
G12	Foreshores program	-	32	163	-
Total new expenditure		-	106	1,014	1,848

Parks and recreation (continued)

CSP	Programs*	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Capital renewal					
G12	Grandstand renewal	-	371	55	-
G12	Sport building renewal	-	-	-	78
G12	Recreational trail renewal	-	115	236	364
G12	Playground renewal	-	133	273	420
G12	Rockpool renewal	-	230	977	1,865
G12	Seawall program	-	-	-	112
Total renewal expenditure		-	849	1,541	2,839
Operational					
G8	Extend lifeguard operations at Dee Why, Freshwater, Shelly Beaches and Clontarf Pool	-	-	249	393
G12	Maintenance planning of open spaces	-	21	39	-
G12	Maintenance of open spaces	-	158	325	501
G12	Tidal pool maintenance	-	35	73	112
G12	Reserve mowing	-	136	279	430
G12	Tree maintenance	-	177	364	560
G12	Tree planting	-	240	494	762
Total operational expenditure		-	767	1,823	2,758

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CSP	Programs*	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Capital new					
G16	New cycleways	-	-	145	224
G16	New bus shelters	-	-	29	45
G16	New footpaths	-	177	364	560
G17	New kerb and gutter	-	53	109	168
G16, G17	New smart parking infrastructure	-	-	-	429
G17	New traffic facilities	-	177	364	560
Total new expenditure		-	407	1,011	1,986
Capital renewal					
G16	Multi-storey carpark renewal	-	159	491	560
G16	Wharves renewal	-	212	1,679	2,641
G16	Road renewal	-	877	1,803	2,778
G16	Retaining wall renewal	-	428	654	199
G16	Kerb and gutter renewal	-	141	291	448
G16	Carpark renewal	-	194	400	168
G16	Bus stops renewal	-	54	110	167
Total renewal expenditure		-	2,065	5,428	6,961

CSP	Programs*	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Operational					
G16	Wharves maintenance	-	53	164	224
G16	Bridge maintenance	-	28	87	90
G16	Carpark maintenance	-	36	72	112
G16	Linkway maintenance	-	85	96	-
G16	Footpath maintenance	-	14	29	45
G16	Fencing maintenance	-	53	73	112
G16	Road pavement maintenance	-	230	487	773
G16	Scotland Island and Western Foreshores maintenance program	-	42	87	134
G16	Traffic facilities maintenance	-	53	109	168
G16	Retaining walls maintenance	-	35	73	112
G16	Road shoulders and unsealed roads maintenance	-	107	218	336
Total operational expenditure		-	736	1,495	2,106

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Economic development, events and engagement

CSP	Programs*	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000
Capital new					
G12	Commercial centres upgrade	-	-	1,587	2,520
Total new expenditure		-	-	1,587	2,520

Property and facilities

CSP	Programs*	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000
Capital new					
G12	Surf life saving club minor building works	-	-	-	560
Total new expenditure		-	-	-	560
Capital renewal					
G5, G9	Disability access compliance works	-	27	73	106
G12	Heritage building renewal	-	-	36	56
G5, G6	Operational buildings renewal	-	282	844	560
G5	Building plant renewal	-	530	654	1,344
G12	Warringah Aquatic Centre renewal	-	106	218	336
G12	Surf life saving club renewal works	-	-	-	560
Total renewal expenditure		-	945	1,825	2,962

Property and facilities (continued)

CSP	Programs*	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000
Operational					
G12	Building maintenance	-	849	582	896
Total operational expenditure		-	849	582	896

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