



Draft Delivery Program 2024 - 2028

Including draft Operational Plan and Budget
2024/25

Attachment 1 - Item 9.1



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

contact us:

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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 \$3.3 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 \$22.2 million will be invested in our roads network and transport infrastructure.

Over the coming financial year, we will also invest \$101 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

\$23.2m	New community facilities including Warriewood Valley Community Centre (\$16.7m) and Warringah Recreation Centre (\$2.2m)	\$3.5m	Improving sportsfields and new recreation facilities	\$2.0m	Improving recreational trails, including a new Manly Dam boardwalk (\$1.5m)
\$16.4m	Improving road assets and resurfacing 4.8km of roads (\$7.1m)	\$3.4m	Improving foreshores at various locations, including the implementation of the Freshwater Beach masterplan (\$1.5m)	\$1.8m	Improving public amenities including at Freshwater Beach and West Esplanade, Manly
\$10.1m	Priority stormwater management works to reduce flooding and pollution	\$3.3m	New and improved reserves and playgrounds including Frenchs Forest precinct park upgrade (\$1.5m)	\$1.7m	Town centre and village upgrades
\$5.8m	Cycleways including the pedestrian and cyclist bridge at Queenscliff (\$3m)	\$3.3m	Continuing the Collaroy-Narrabeen coastal protection works		
\$5.2m	Over 5km of new and improved footpaths across 14 suburbs	\$2.2m	Work on Taylors Point and design of Greater Mackerel Beach and Currawong wharves		

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 \$5.8 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

\$450.7m
Income from continuing operations

-

\$424.7m
Expenses from continuing operations

-

\$31.8m
Capital grant income

=

(\$5.8m)
Operating deficit

Capital works

\$60.6m
New works

+

\$40.2m
Renewal works*

=

\$100.8m
Total works

Loan repayments

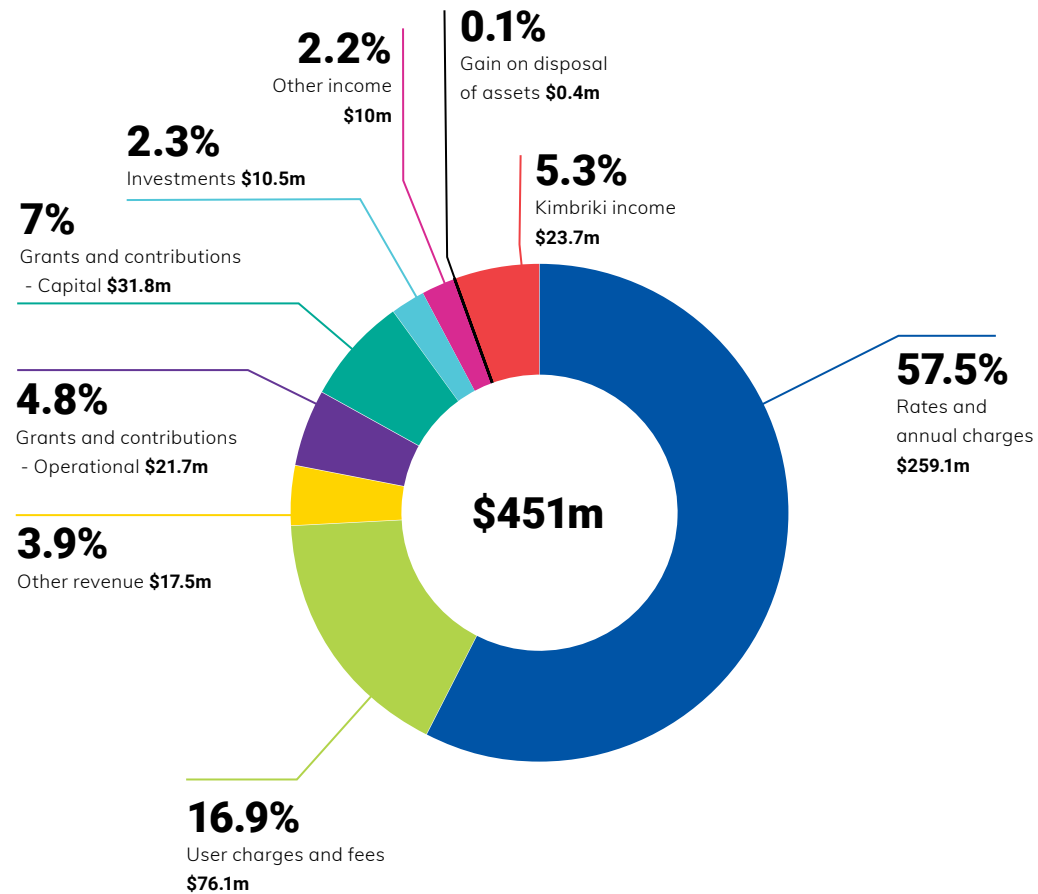
\$2.1m
Loan principal repayments

*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

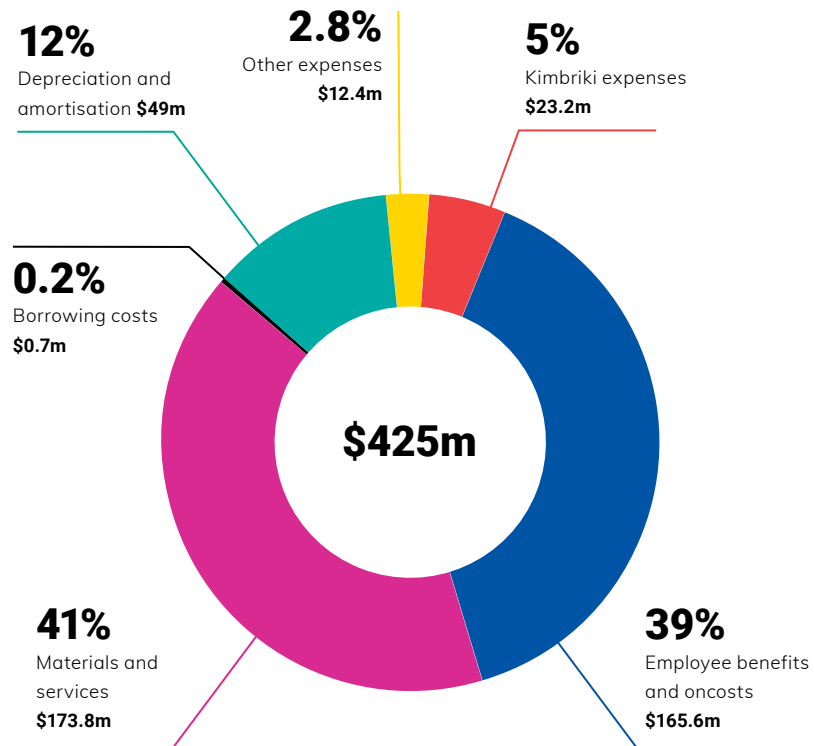
The following charts show the breakdown of funding sources for Council and how the money will be allocated in 2024/25.

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

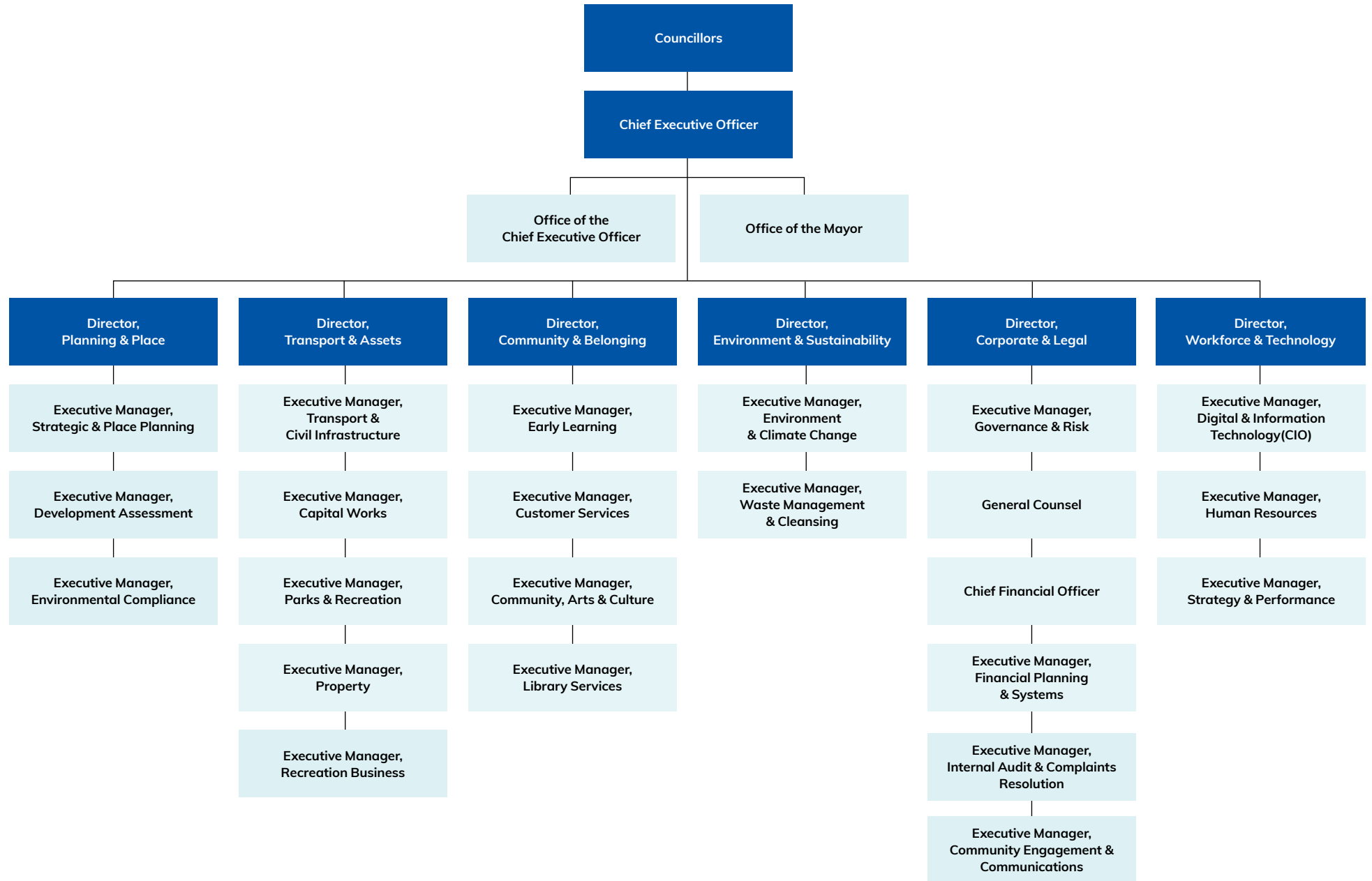
Our organisation

Purpose

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

Structure

Northern Beaches Council is divided into six 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.

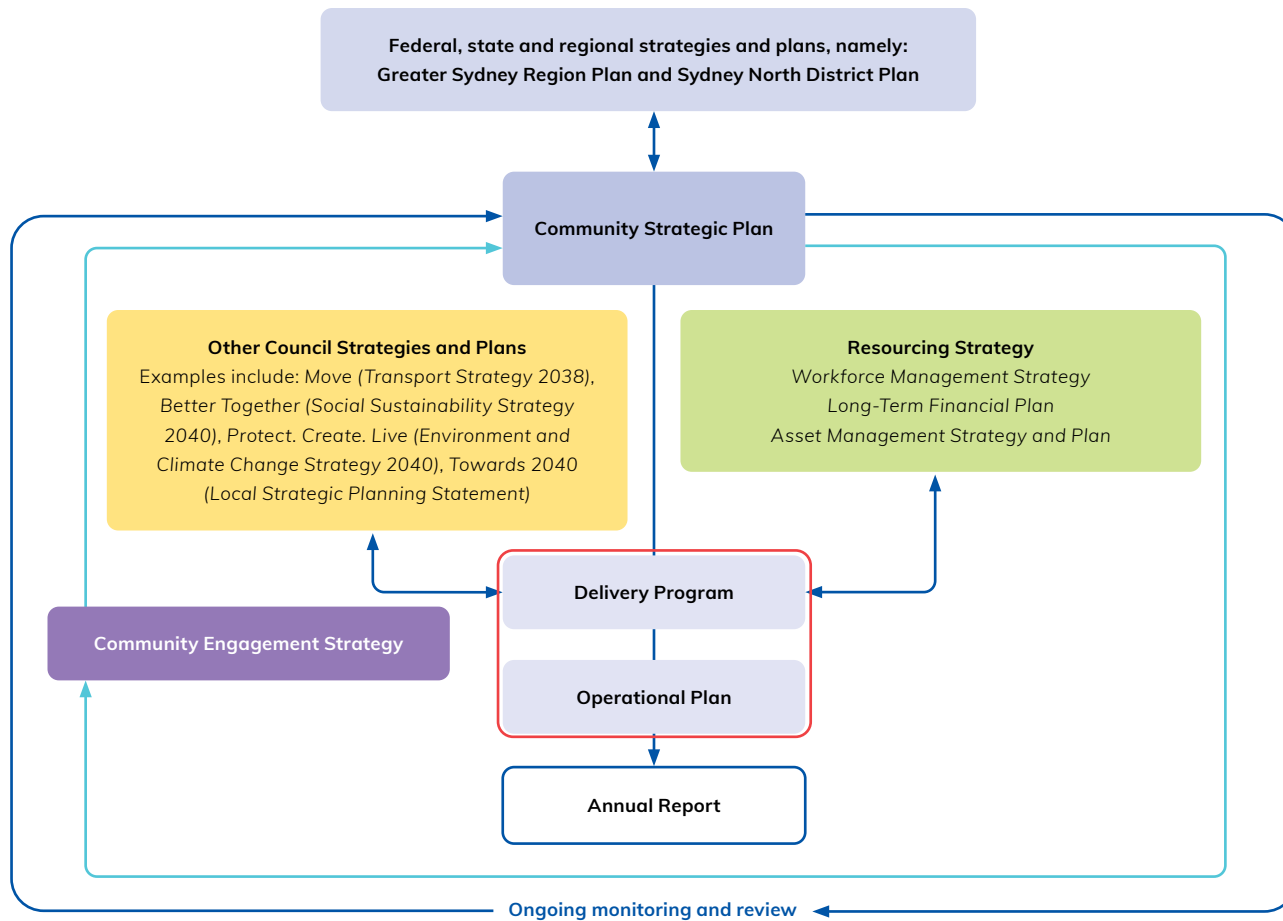
The Delivery Program sits at the heart of our operations. It responds to the goals of the Community Strategic Plan and to other Council strategies and plans. The Delivery Program is also influenced by the Resourcing Strategy, which sets out how our finances, assets and workforce will resource what Council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



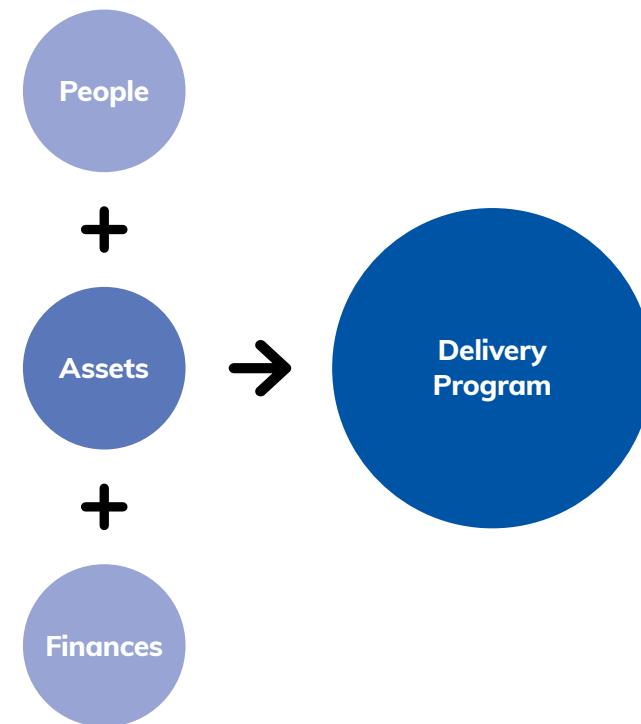
Resourcing our Delivery Program

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

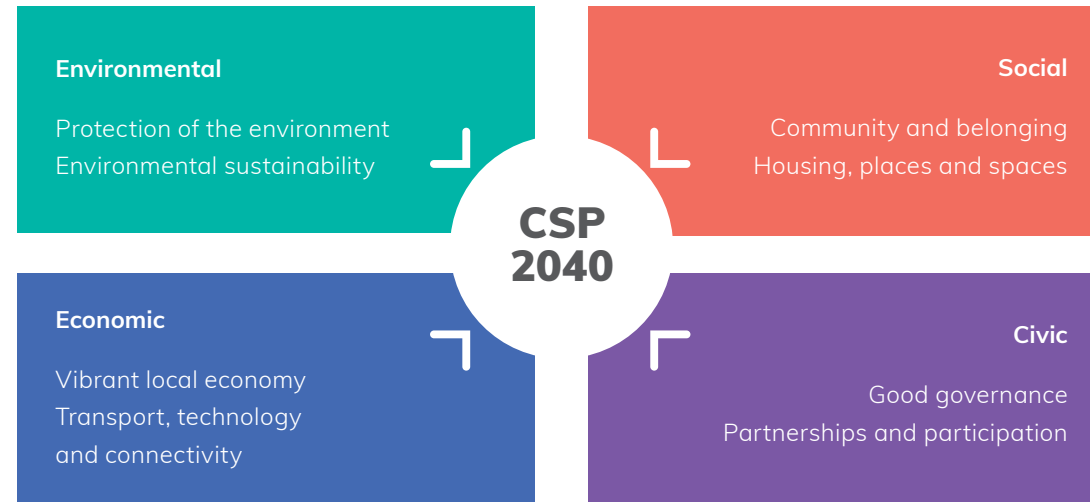
Strategic Plan outcomes

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

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

● Social

<p>Community and belonging</p>	<p>Goal 7 Our diverse community is supported to participate in their chosen cultural life</p>	<p>Goal 8 Our community feels safe and supported</p>	<p>Goal 9 Our community is inclusive and connected</p>
<p>Housing, places and spaces</p>	<p>Goal 10 Our community has access to diverse and affordable housing options to meet their current and evolving needs</p>	<p>Goal 11 Our local centres are vibrant and healthy, catering for diverse economic and social needs</p>	<p>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</p>

● Economic

Vibrant local economy	<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>
Transport, technology and connectivity	<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

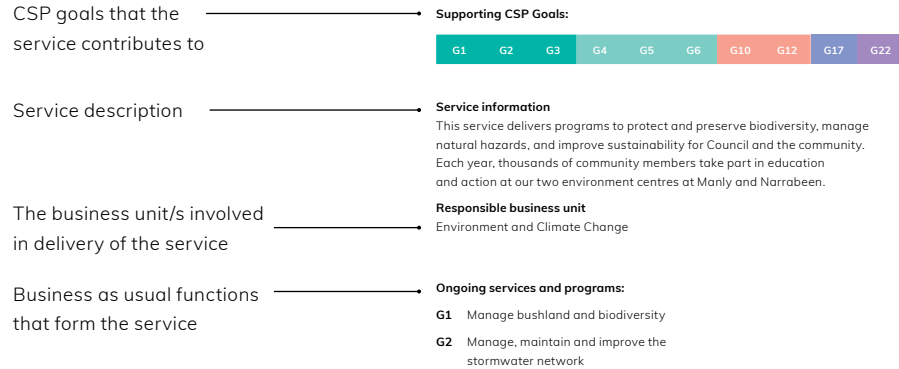
Good governance	<p>Goal 19 Our Council is transparent and trusted to make decisions that reflect the values of the community</p>	<p>Goal 20 Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community</p>
Partnerships and participation	<p>Goal 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.

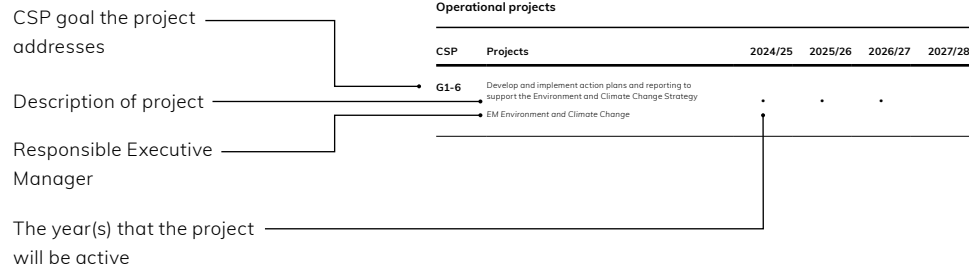
Key Service	CSP Goals												
Environment and sustainability	G1	G2	G3	G4	G5	G6	G10	G17					
Waste and cleansing	G1	G3	G4	G6	G11	G20							
Kimbriki Resource Recovery Centre	G4	G6	G22										
Community, arts and culture	G6	G7	G8	G9	G11	G12	G22						
Children's services	G9	G12											
Library 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											

How to read the service pages

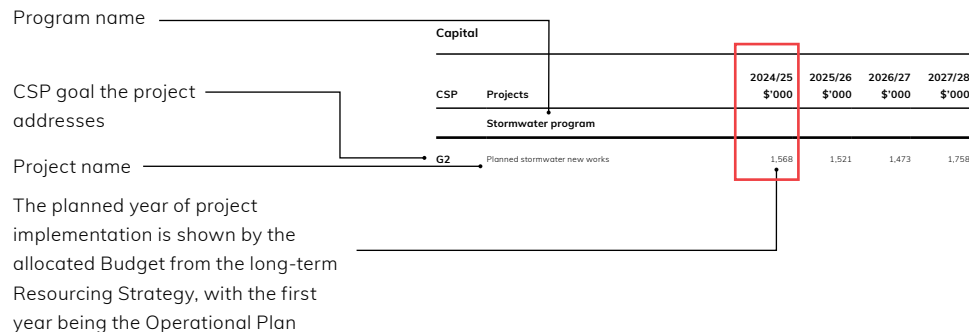
Each key service details what it will deliver and how it is funded.



Operational projects are initiatives designed to improve the services.



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



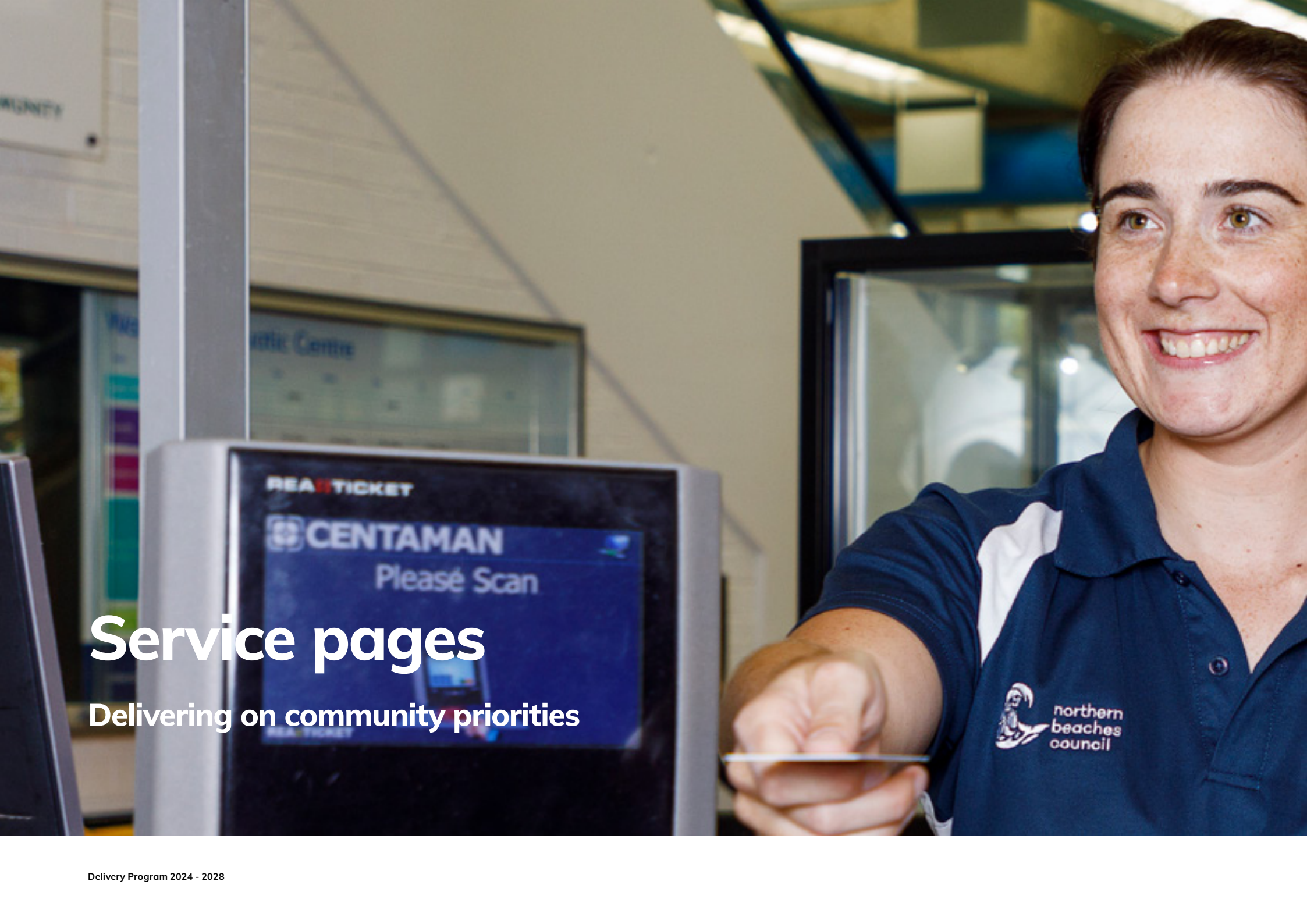
Service measures

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



600km

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** Undertake development engineering assessments, reviews, approvals and works
- G2** Deliver programs to mitigate, adapt and respond to climate change and reduce Council and community resource consumption
- G6** Deliver programs to mitigate, adapt and respond to climate change and reduce Council and community resource consumption

Key projects

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	3,276	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		8,231	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	2,859	3,138	2,153	3,010
Other income	-	-	-	-	-
Gains on disposal of assets	-	-	-	-	-
Total income from continuing operations	5,931	5,279	5,630	4,720	5,655
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)	(8,400)	(9,582)	(8,364)	(9,841)
Depreciation and amortisation	(7,252)	(7,425)	(7,657)	(7,907)	(8,031)
Other expenses	(9,358)	(10,256)	(9,912)	(10,160)	(10,414)
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)	(42,434)	(43,946)	(43,711)	(46,065)
Surplus/(deficit) from continuing operations	(36,217)	(37,154)	(38,316)	(38,990)	(40,410)

	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	4,507	3,178	1,635	2,000
Surplus/(deficit) from operations including capital grants and contributions	(34,651)	(32,648)	(35,138)	(37,356)	(38,410)
Rates and annual charges and reserves					
Rates and annual charges	36,217	37,077	38,238	38,913	40,322
Tfr (to)/from reserves	-	78	78	78	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)	(2,781)	(2,833)	(2,859)
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)	(78,014)	(80,453)	(82,489)
Surplus/(deficit) from continuing operations	(70,733)	(73,696)	(77,179)	(79,598)	(81,612)

	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	77,179	79,598	81,612
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
Capital Works

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	16,666	515	-	-
Cultural improvements					
G7 G12	Coast walk - art trail	439	343	-	-
Total new works - Community, arts and culture		17,104	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		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	4,450	5,038	5,189	5,345	5,505	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(6,775)	(6,873)	(7,077)	(7,283)	(7,484)
Other revenues	814	995	1,020	1,046	1,072	Rates and annual charges and reserves					
Grants and contributions - operating purposes	679	654	671	688	705	Rates and annual charges	6,668	6,807	7,011	7,228	7,479
Other income	43	83	80	82	84	Transfer (to)/from reserves	108	66	66	55	5
Gains on disposal of assets	-	-	-	-	-	Full time equivalent positions (FTE)	57.8	58.2			
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)	(678)	(700)	(710)						
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)	(14,037)	(14,443)	(14,849)						
Surplus/(deficit) from continuing operations	(6,775)	(6,873)	(7,077)	(7,283)	(7,484)						

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

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		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	14,740	15,819	16,293	16,782	17,286	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	1	64	65	65	65
Other revenues	4	3	3	3	3	Rates and annual charges and reserves					
Grants and contributions - operating purposes	2,416	3,052	3,128	3,206	3,286	Rates and annual charges	-	-	-	-	-
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	123.3	123.2			
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						

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

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		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	121	128	132	136	140	Grants and contributions - capital purposes	169	169	36	36	36
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(11,414)	(12,024)	(12,530)	(12,966)	(13,378)
Other revenues	131	133	134	134	135	Rates and annual charges and reserves					
Grants and contributions - operating purposes	826	826	847	868	889	Rates and annual charges	11,583	12,193	12,565	13,002	13,414
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	79.6	80.7			
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)	(2,126)	(2,195)	(2,229)						
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)	(13,678)	(14,140)	(14,579)						
Surplus/(deficit) from continuing operations	(11,583)	(12,193)	(12,565)	(13,002)	(13,414)						

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)	(8,077)	(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)	(4,279)
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	4,279
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)	(8,046)	(8,288)	(8,536)						
Surplus/(deficit) from continuing operations	(3,791)	(3,917)	(4,035)	(4,156)	(4,279)						

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		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	2,468	2,526	2,602	2,680	2,761	Grants and contributions - capital purposes	-	-	-	-	-
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from operations including capital grants and contributions	(3,600)	(5,273)	(5,660)	(6,058)	(6,465)
Other revenues	8,735	7,675	7,675	7,675	7,675	Rates and annual charges and reserves					
Grants and contributions - operating purposes	-	-	-	-	-	Rates and annual charges	3,600	5,273	5,660	6,058	6,465
Other income	-	-	-	-	-	Full time equivalent positions (FTE)	99.4	99.6			
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)	(183)	(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)						

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 Recreation
Property
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** Manage and maintain open spaces such as sportsgrounds, parks, playgrounds, skate parks, walking trails, rockpools and beaches

Key projects

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 Recreation</i>	•			
G12	Install lighting and irrigation at Freshwater High School sportsfield <i>EM Parks and Recreation</i>	•			
G12	Partner with the Department of Education to deliver community sports facilities at Forest High School <i>EM Parks and Recreation</i>		•		
G12	Develop Generic Parks and Sportsgrounds Plan of Management (including Crown Land) <i>EM Parks and Recreation</i>	•	•	•	
G12	Develop Governor Phillip Park Plan of Management <i>EM Parks and Recreation</i>	•	•		
G12	Develop Deep Creek Plan of Management <i>EM Parks and Recreation</i>	•	•		
G5 G12	Undertake an audit of public trees in priority areas and implement tree masterplans <i>EM Parks and Recreation</i>	•			
G5 G12	Implement a standard tree valuation methodology to guide decisions about the protection of trees <i>EM Parks and Recreation</i>	•			
G2 G12	Stabilisation of slope at Cheryl Crescent Reserve <i>EM Parks and Recreation</i>	•			
G3 G8 G12	Harmonisation of the Dog Control and Management Policies <i>EM Parks and Recreation</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	4,050	6,300	-	-
G12	Clontarf masterplan implementation	-	550	1,500	-
Playground improvements					
G12	Dee Why Beach (Michaela Howie) Playground Upgrade	206	-	-	-
G12	Parkes Reserve, Collaroy Plateau playground	-	-	150	-
G12	Outdoor Gyms - Dee Why and Manly Beach	330	-	-	-
Recreational trails					
G12	Manly Dam boardwalk	1,500	-	-	-

Capital - new cont

CSP	Projects	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Reserve and park improvements					
G12	Warriewood Valley - public space and recreation	220	3,623	-	-
G12	Reserve - new pathway and lighting program	-	-	300	300
G12	Frenchs Forest Precinct park upgrade	1,541	2,000	-	-
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	-	-	300	200
Sportsgrounds improvements					
G12	Sports club capital assistance program	100	100	100	100
G12	Warringah Recreation Centre, North Manly upgrades	2,203	3,700	-	-
G12	Seaforth bike park	500	-	-	-
G12	New basketball facilities	200	-	-	-
Town centre and village upgrades					
G11 G15	Commercial centre upgrade program	-	1,000	1,000	1,000
Total new works - Parks and recreation		12,376	17,373	4,710	3,900

Delivery Program 2024 - 2028

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	793	741	910	719
G12	Dinghy storage	40	40	40	40
G12	Tidal pools refurbishment	487	50	500	513
G12	Surf Life Saving Club minor renewal works	1,215	900	1,000	1,025
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	600	614	818	1,294
G11	Balgowlah commercial centre renewal	-	-	460	-
Total renewal works - Parks and recreation		6,425	7,371	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)	(8,307)	(8,562)	(8,688)
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)	(47,486)	(47,020)	(48,399)
Surplus/(deficit) from continuing operations	(39,102)	(41,047)	(43,988)	(43,420)	(44,696)

	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	5,616	7,029	-	-
Surplus/(deficit) from operations including capital grants and contributions	(26,428)	(35,431)	(36,959)	(43,420)	(44,696)
Rates and annual charges and reserves					
Rates and annual charges	38,936	40,697	41,988	43,420	44,696
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





\$ 19.77b

(GRP) Size of local economy
(NIEIR 2022)



33,164

Local businesses (ABS 2022)



110,747

Local jobs
(NIEIR 2022)



\$1.06b

Roads and transport
infrastructure managed



54%

Residents also work in the area
(ABS)



>7,800

Subscribers to Beaches
Biz News emails



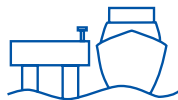
>470

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 & Recreation

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	1,100	-	-	-
Total new works - Economic development, events and engagement		1,100	-	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)	(3,563)	(3,652)	(3,744)	(3,837)
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)	(12,622)	(12,985)	(13,358)	(13,740)
Surplus/(deficit) from continuing operations	(11,293)	(11,637)	(11,974)	(12,321)	(12,677)

	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)	(11,637)	(11,974)	(12,321)	(12,677)
Rates and annual charges and reserves					
Rates and annual charges	11,293	11,637	11,974	12,321	12,677
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 Recreation
Capital Projects
Property

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 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	1,000	1,000	1,000
G16	Connecting Communities - footpaths programs	900	-	-	-	G17	Scotland Island roads and drainage improvements	1,157	941	164	168
G16	Connecting Communities - cycleways program	2,650	2,500	-	-	G17	Warriewood Valley – traffic and transport infrastructure	1,126	5,014	1,417	203
G16	Shared path from B-Line stop to Boondah Road	164	-	-	-	G17	Church Point - New infrastructure	863	-	-	-
G16 G17	Queenscliff Headland access ramp	900	-	-	-	G17	Kerb and gutter new works	300	200	200	-
G16 G17	Pedestrian and cyclist bridge Pittwater Road, Queenscliff	2,990	-	-	-	G8 G17	Safer schools infrastructure	600	-	-	-
Car parks and parking stations						Wharf upgrades					
G16 G17	Smart parking infrastructure	250	-	-	-	G17	Church Point commuter wharf expansion	310	-	-	-
Total new works - Transport, traffic and active travel								17,310	11,154	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	3,281	4,147	4,020	1,175
G16	Light fleet renewal	3,595	4,439	4,689	6,443
Road and related infrastructure upgrades					
G16	Bus stop renewal works	94	-	112	115
G16	Kerb and gutter renewal works	1,101	1,203	1,756	1,800
G16	Retaining wall renewal works	1,114	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	2,207	1,290	162	700
Total renewal works - Transport, traffic and active travel		20,843	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	13,318	5,157	1,877	1,877
Investment fees and revenues	-	-	-	-	-	Surplus/(deficit) from continuing operations including capital grants and contributions	(5,591)	(5,635)	(14,590)	(19,147)	(20,189)
Other revenues	991	987	1,012	1,037	1,063	Rates and annual charges and reserves					
Grants and contributions - operating purposes	12,661	6,957	5,000	5,293	5,563	Rates and annual charges	16,822	18,751	19,747	21,024	22,067
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	27,587	25,973	26,238	26,461						
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)	(18,885)	(17,195)	(17,814)	(18,439)						
Depreciation and amortisation	(16,786)	(17,976)	(18,514)	(19,092)	(19,378)						
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)	(46,540)	(45,720)	(47,262)	(48,528)						
Surplus/(deficit) from continuing operations	(16,992)	(18,953)	(19,747)	(21,024)	(22,067)						

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
Recreation Business

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	•	•	•	•

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	138	-	-	-
Public amenities improvements					
G9 G12	West Esplanade, Manly accessible amenity	286	-	-	-
G12	Freshwater Beach amenities	1,050	-	-	-
Total new works - Active travel – Property and facilities		1,474	-	-	-

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	350	150	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	368	-	-	-
Public amenities improvements					
G8 G12	Public amenities works program	499	1,087	1,219	1,250
Total renewal works - Property and facilities		3,267	4,774	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)	(9,179)	(9,474)	(9,620)
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)	(55,659)	(57,403)	(59,026)
Surplus/(deficit) from continuing operations	(15,913)	(16,859)	(17,561)	(18,248)	(18,784)

	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	506	-	-	-
Surplus/(deficit) from operations including capital grants and contributions	(15,774)	(16,353)	(17,561)	(18,248)	(18,784)
Rates and annual charges and reserves					
Rates and annual charges	16,044	16,508	17,328	18,033	18,577
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



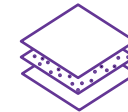
3

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
- Financial Planning and Systems
- 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. EM Financial Planning and Systems	•	•	•
G20	Undertake a service review of Marketing and Communications EM Community Engagement and Communications	•				G19	Review the Asset Management Strategy, Policy and Plan Director Environment and Sustainability	•		•
G20	Undertake a service review on the maintenance of open space EM Parks and Reserves	•				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	2,210	2,608	2,500	2,563
Total renewal works - Corporate support		2,210	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	6,539	6,290	6,321
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	14,926	14,789	14,788
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)	(28,253)	(22,574)	(19,033)
Depreciation and amortisation	(629)	(657)	(678)	(859)	(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)	(34,097)	(27,231)	(22,377)
Surplus/(deficit) from continuing operations	(8,506)	(13,576)	(19,171)	(12,442)	(7,589)

	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)	(19,171)	(12,442)	(7,589)
Rates and annual charges and reserves					
Rates and annual charges	9,192	7,817	9,687	8,754	8,023
Transfer (to)/from reserves	(6,437)	(8,094)	5,878	1,717	(1,331)
Full time equivalent positions (FTE)	194.4	209.1			

A scenic sunset over a lake. The sky is a warm, golden-orange color. In the foreground, the back of a blue kayak and a person's legs are visible. The water is calm with gentle ripples. In the background, there is a line of trees and a house on the shore. A small white boat is visible in the distance.

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), six natural disasters (\$14 million cost) and an increase in the Emergency Services Levy (\$3.1 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 \$526 million, including a capital works program of \$101 million.

The budget includes \$40 million in asset renewal expenditure to improve the overall condition of our assets and a further \$61 million to deliver high priority new assets to the community.

The budget forecasts an operating deficit before capital grants and contributions of \$5.8 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

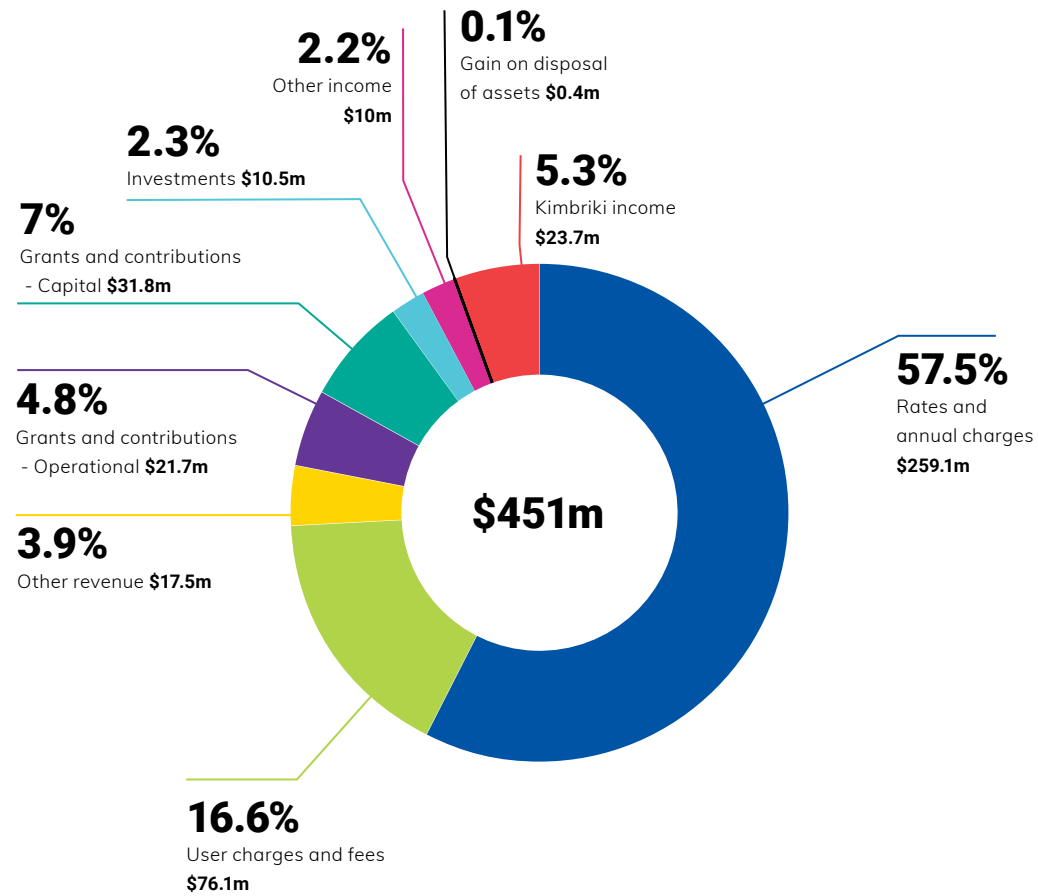
- Rates and annual charges: rates are a property-based tax levied on the owners of properties to fund local services. Annual charges recover the cost of providing the domestic waste collection service from property owners along with a contribution to stormwater management services.
- User charges and 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	259,094	Employee benefits and oncosts	170,968
User charges and fees	101,855	Materials and services	177,082
Other revenue	20,684	Borrowing costs	2,436
Grants and contributions - Operating purposes	21,740	Depreciation and amortisation	52,149
Grants and contributions - Capital purposes	31,783	Other expenses	22,100
Interest and investment income	8,411	Total expenses from continuing operations	424,735
Other income	6,785	Net operating result for the year - Surplus / (Deficit)	26,008
Gain / (loss) on disposal of assets	392	Net operating result attributable to non-controlling interests	133
Total income from continuing operations	450,744	Net operating result for the year before grants and contributions provided for capital purposes - Surplus / (Deficit)	(5,775)

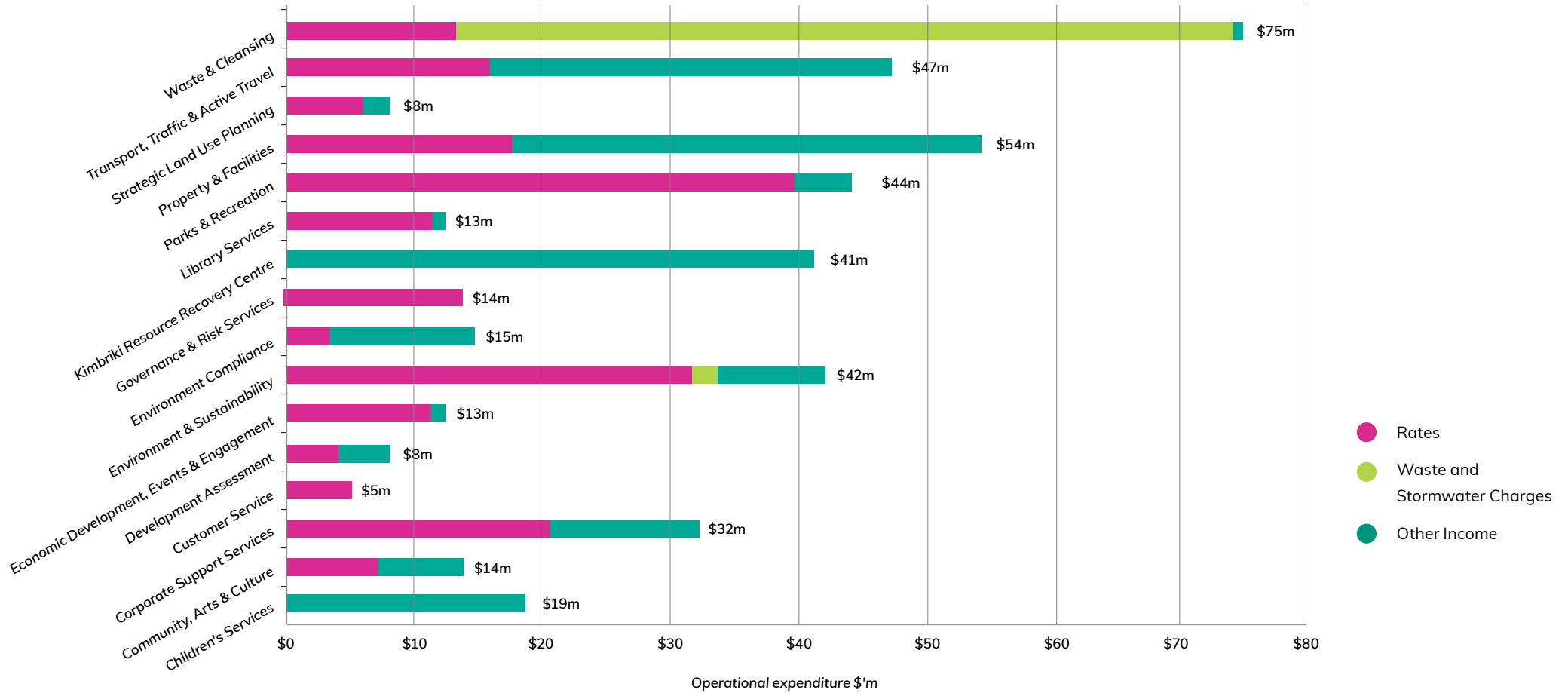


Funding summary

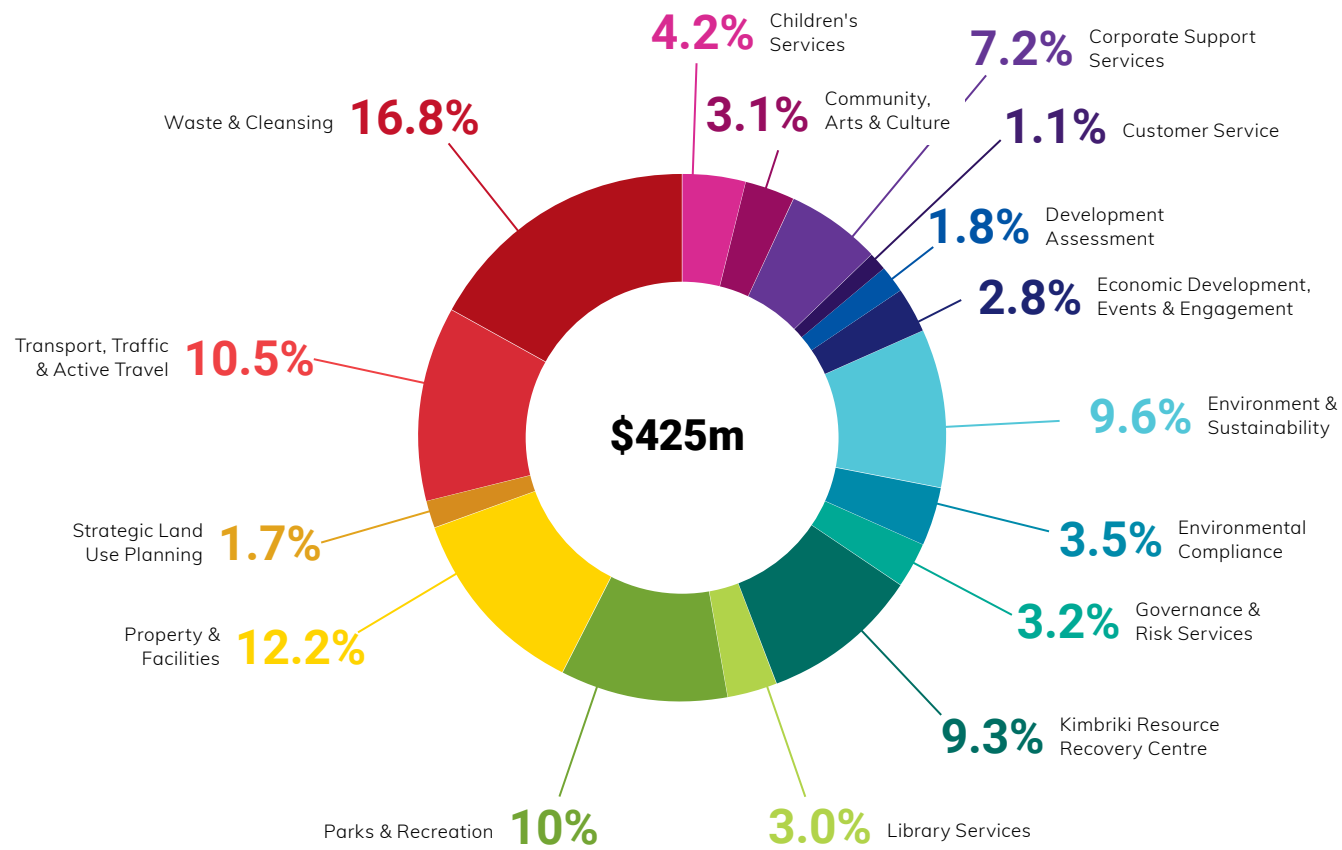


Numbers presented may not sum precisely to the totals and percentages may not precisely reflect the absolute figures due to rounding

Funding summary by service 2024/25



Operational expenditure by service 2024/25



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	96,138	0.103996	1,099.78	163,315
Ordinary	Business	6,539	0.352934	1,431.96	26,774
Ordinary	Business – Manly CBD	641	0.562494	1,431.96	4,344
Ordinary	Business – Warriewood Square	1	0.575909	-	138
Ordinary	Business – Warringah Mall	1	1.083318	-	975
Ordinary	Business – strata storage unit facility	580	0.352934	684.41	397
Ordinary	Farmland	7	0.040176	1,058.83	17
Total ordinary		103,907			195,960
Special	Manly business centre improvement	641	0.193355	-	1,437
Special	Balgowlah business centre improvement	83	0.105206	-	97
Total special		724			1,534
Total rates					197,494

* 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.

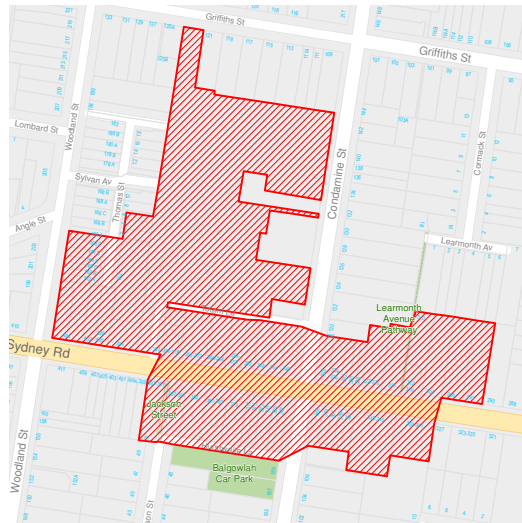


Manly Business Centre improvement works 2024/25	\$'000
Maintenance and cleansing	
Mowing and vegetation and streetscape maintenance – The Corso and reserves	123
Cleansing including high pressure paver washing, cleaning of street furniture, litter bins and beach raking and cleaning	425
Tourism and business support	
Manly Visitor Information Centre, Manly Mainstreet Place and Tourism Management	350
Events and marketing	
Manly Christmas decorations	75
Major Manly events	101
Activations and workshops	52
Digital marketing, targeted advertising, trade shows, way finding signage	109
Town centre improvements	
Town centre improvements	125
Total	1,360
Projected opening balance of reserve	
Special rate income	1,437
Expenditure (above)	(1,360)
Projected closing balance of reserve	466

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 \$96,742 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	97
Expenditure (above)	-
Projected closing balance of reserve	395

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)	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 and Shires Association of NSW.

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. This will be in accordance with *Section 566 of the Local Government Act 1993*, but has not yet been announced by the Minister for Local Government. For the 2023/24 year the Minister set a maximum interest rate of 9.0% 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	259,094	269,104	277,012	285,004
User charges and fees	79,722	91,876	97,807	101,855	104,159	106,420	108,943
Other revenues	22,343	20,086	19,184	20,684	20,986	21,301	21,623
Grants and contributions provided for operating purposes	27,165	31,496	25,785	21,740	20,190	19,631	20,894
Grants and contributions provided for capital purposes	43,952	33,917	29,923	31,783	22,598	12,775	10,969
Interest and investment revenue	1,238	7,085	9,996	8,411	4,368	4,072	4,114
Other Income	6,736	6,392	6,445	6,785	6,949	7,123	7,301
Net gain from the disposal of assets	960	167	402	392	595	622	433
Total income from continuing operations	408,057	425,443	436,057	450,744	448,949	448,956	459,280
Expenses from continuing operations							
Employee benefits and on-costs	134,560	146,153	158,161	170,968	176,187	180,105	183,969
Materials and services	142,766	157,273	170,923	177,082	182,706	178,534	180,792
Borrowing costs	2,624	2,738	2,656	2,436	2,942	2,879	2,955
Depreciation, amortisation and impairment for non-financial assets	45,508	46,821	49,374	52,149	53,854	56,235	56,099
Other expenses	20,969	20,765	22,927	22,100	22,052	22,604	23,169
Total expenses from continuing operations	346,427	373,750	404,041	424,735	437,742	440,357	446,984
Operating result - Surplus / (Deficit)	61,630	51,693	32,016	26,008	11,207	8,599	12,296
Operating result before grants and contributions provided for capital purposes	17,678	17,776	2,093	(5,775)	(11,390)	(4,176)	1,328
Full time equivalent positions (excl. Kimbriki)	1,246.5 FTE	1,265.0 FTE	1,283.0 FTE	1,301.6 FTE			

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	
Rates and Annual Charges										
Ordinary Rates - Residential	146,339	149,905	155,589	163,278		Glen Street Theatre	765	1,298	1,630	2,061
Ordinary Rates - Farmland	15	16	16	17		Golf Course & Driving Range	2,597	2,451	2,676	2,693
Ordinary Rates - Business	28,546	29,255	30,334	31,830		Kimbriki Waste & Recycling Centre	25,381	24,614	25,832	25,765
Pensioner Rebates	(1,909)	(1,824)	(1,804)	(1,684)		Libraries	81	136	93	98
Pensioner Rate Subsidies Received	997	948	921	859		Parking Areas	10,349	13,452	14,521	14,989
Pensioner Annual Charges Subsidies Received	354	337	343	343		Planning and Building Regulation	8,088	9,068	9,451	9,812
Special Rates - Business	1,408	1,395	1,462	1,534		Regulatory / Statutory Fees	521	782	1,027	1,091
Domestic Waste Management Services	48,978	53,218	58,521	61,797		Restoration Charges	1,835	1,087	968	1,040
Pensioner rebates - DWM	(1,170)	(1,204)	(1,238)	(1,241)		Section 10.7 Certificates (EPA Act)	825	818	829	875
Stormwater Management Services	2,207	2,208	2,209	2,208		Section 603 Certificates (LG Act)	482	380	430	454
Section 611 Charges	176	169	162	153		Sportsfields and Reserves	1,231	1,651	1,654	1,803
						Other Fees	2,331	2,443	2,519	2,699
Rates and Annual Charges	225,942	234,423	246,515	259,094		User Charges and Fees	79,722	91,876	97,807	101,855
User Charges and Fees						Other Revenues				
Aquatic Centres	5,554	9,153	9,634	10,713		Advertising Income	1,013	1,362	870	898
Caravan Park	4,923	7,358	7,715	7,813		Ex Gratia Rates	25	25	26	28
Cemeteries	1,120	1,071	1,369	724		Legal Fees Recovery - Other	264	440	191	245
Child Care	11,866	13,605	14,346	15,819		Licences, Consents & Deeds	3,228	3,279	3,407	3,624
Community Centres	1,488	2,191	2,625	2,819		Parking Fines	5,749	5,636	5,900	7,100
Currawong State Park	285	319	490	586		Other Fines	446	487	634	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	1,312	1,384	Interest on Cash and Investments	859	6,713	9,540	7,920
Other Revenues - Kimbriki	3,967	4,287	3,839	3,763	Interest and Investment Revenue	1,238	7,085	9,996	8,411
Other Revenues	6,167	2,612	2,344	2,326	Other Income				
Other Revenues	22,342	20,087	19,184	20,684	Rental Income - Investment Properties	246	233	292	334
Grants and Contributions – Operating					Rental Income - Leased Council Properties	6,153	5,974	6,153	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	-	-
Operational Grants - Specific Purpose (tied)	14,874	18,425	18,716	11,012	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	6,445	6,785
Grants and Contributions – Operating	27,165	31,496	25,785	21,740	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	19,570	23,151	WDV - Plant & Equipment	(492)	(523)	(2,329)	(1,791)
Capital Contributions - Developer Contributions	14,905	13,826	9,120	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	1,233	965	Proceeds from Disposal - Property	1,739	55	-	-
Non-Cash Capital Contributions - Other Contributions	-	3	-	-	Gain / (loss) on Disposal of Assets	960	167	402	392
Grants and Contributions – Capital	43,951	33,917	29,923	31,783	Income from Continuing Operations	408,057	425,443	436,057	450,744

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)	(127,081)	(137,528)					
Kimbriki Salaries and Oncosts	(4,579)	(4,893)	(5,150)	(5,355)					
Employee Termination Costs	(524)	(980)	-	-					
Employee Leave Entitlements (ELE)	(8,082)	(14,524)	(13,911)	(14,899)					
Superannuation	(12,901)	(13,557)	(15,818)	(17,545)					
Workers' Compensation Insurance	(945)	(2,634)	(2,932)	(3,151)					
Fringe Benefit Tax (FBT)	(723)	(841)	(836)	(889)					
Capitalised Employee Costs	7,087	7,560	7,568	8,399					
Employee Benefits and On-Costs	(134,560)	(146,153)	(158,161)	(170,968)					
Borrowing Costs									
Interest on Loans	(827)	(762)	(724)	(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)	(2,656)	(2,436)					
Materials and Services									
Agency Personnel	(2,866)	(4,051)	(2,629)	(4,235)					
Audit Fees	(247)	(238)	(255)	(262)					
Bank Charges	(575)	(638)	(790)	(776)					
Bush Regeneration	(4,450)	(5,226)	(5,472)	(4,956)					
Cleaning	(6,898)	(6,997)	(7,289)	(7,650)					
Consultancy	(386)	(491)	(449)	(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)	(6,174)	(3,837)					
External Roadwork	(6,249)	(14,021)	(12,645)	(7,887)					
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)	(15,381)	(20,987)					
Kimbriki Waste & Recycling Centre	(16,632)	(15,559)	(16,456)	(17,059)					
Land Use Planning	(1,002)	(636)	(1,023)	(710)					
Legal Fees - Other	(1,210)	(1,515)	(1,529)	(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)	(5,539)	(5,720)					
Management Fees	(1,917)	(2,247)	(2,538)	(2,535)					
Materials and Services - Other	(3,347)	(4,315)	(5,379)	(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)	(11,660)	(12,061)
Performance & Events	(2,166)	(1,734)	(2,143)	(2,283)	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)	(1,396)	(1,359)	Depreciation, Amortisation and Impairment	(45,507)	(46,820)	(49,374)	(52,149)
Raw Materials & Consumables	(4,010)	(4,515)	(4,788)	(5,238)	Other Expenses				
Recreation & Sportsfields	(7,608)	(8,428)	(7,722)	(8,142)	Planning Levy	(691)	(703)	(728)	(751)
Stormwater	(883)	(1,438)	(830)	(908)	Waste Levy	(8,526)	(8,903)	(9,934)	(9,326)
Street Lighting	(2,444)	(2,711)	(2,600)	(2,685)	Emergency Services Levy	(6,416)	(7,785)	(9,300)	(9,598)
Tree Works	(5,612)	(3,835)	(3,294)	(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)	(2,345)	(1,824)
Waste Disposal & Processing	(12,370)	(15,393)	(19,088)	(20,343)	Land Tax	(329)	(324)	(375)	(342)
Training Costs	(693)	(781)	(1,119)	(945)	Impairment of Receivables	(55)	(40)	(81)	(81)
Valuation Fees	(477)	(471)	(501)	(519)	Other Expenses	(20,969)	(20,766)	(22,927)	(22,100)
Other Contracts	(6,143)	(5,605)	(4,864)	(4,858)	Expenses from Continuing Operations	(346,427)	(373,751)	(404,041)	(424,735)
Materials and Services	(142,766)	(157,274)	(170,923)	(177,082)	Net operating result - Surplus / (Deficit)	61,630	51,693	32,016	26,008
Depreciation, Amortisation and Impairment					Net operating result before capital grants and contributions - Surplus / (Deficit)	17,679	17,775	2,093	(5,775)
Depreciation - Buildings	(7,972)	(8,698)	(9,796)	(10,205)					
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	10,823	11,038	11,578
Investments	150,625	175,623	150,922	128,060	108,753	107,495	108,336
Receivables	24,791	20,844	18,693	19,301	19,709	20,167	20,592
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	183,665	161,786	143,236	142,750	144,658
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	5,548,592	5,712,532	5,838,572	5,948,774	6,058,210
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
Total non-current assets	5,235,531	5,429,628	5,563,072	5,725,827	5,850,664	5,959,664	6,067,894
Total Assets	5,421,016	5,636,436	5,746,737	5,887,613	5,993,900	6,102,415	6,212,553

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	11,027	3,592	3,652	3,750	3,863
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	98,117	94,314	95,217	104,134	99,738
LIABILITIES: Non-current liabilities							
Payables	150	100	50	-	-	-	-
Contract Liabilities	7,466	8,239	10,736	8,738	7,140	7,049	6,958
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	66,046	72,640	72,442	64,509	63,174
Total liabilities	184,475	187,277	164,163	166,954	167,659	168,643	162,912
Net assets	5,236,541	5,449,159	5,582,573	5,720,659	5,826,242	5,933,772	6,049,641

	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	4,972,878	4,995,172	5,006,070	5,015,521	5,030,240
IPP&E Revaluation Surplus	307,617	468,600	609,695	725,487	820,172	918,250	1,019,400
Total Equity	5,236,541	5,449,159	5,582,573	5,720,659	5,826,242	5,933,772	6,049,641

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	258,591	268,830	276,728	284,763
User charges and fees	84,398	96,268	102,988	107,755	110,290	112,682	115,353
Interest received	1,182	4,873	9,935	8,401	4,366	4,033	4,077
Grants and contributions	56,687	76,799	56,586	44,446	41,576	32,633	32,095
Bonds, deposits and retentions received	7,098	7,741	9,912	7,742	7,742	7,742	7,742
Other	45,656	41,346	41,795	45,186	44,617	43,027	43,764
Cash flows from operating activities: Payments							
Payments to employees	(137,235)	(145,037)	(157,774)	(168,477)	(175,018)	(178,676)	(182,495)
Payments for materials and services	(158,507)	(176,928)	(188,643)	(204,599)	(206,018)	(198,794)	(206,400)
Borrowing costs	(1,142)	(1,064)	(1,016)	(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)	(20,351)	(21,705)	(21,876)	(22,347)	(22,905)
Net Cash flows from operating activities	90,173	110,689	94,271	68,935	65,682	68,354	67,330
Cash flows from investing activities: Receipts							
Sale of investments	338,038	272,227	319,159	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)	(300,300)	(299,650)	(299,600)	(306,700)
Payments for PPE	(76,755)	(81,973)	(88,528)	(100,822)	(86,126)	(69,316)	(65,924)
Net Cash flows from investing activities	(87,812)	(104,702)	(86,064)	(75,639)	(63,898)	(65,069)	(63,386)
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)	(120)	(124)	(127)	(130)	(133)
Net Cash flows from financing activities	(6,325)	(6,079)	(4,498)	6,960	(1,530)	(3,071)	(3,404)
Net change in cash and cash equivalents	(3,964)	(92)	3,709	256	254	215	540
Cash and cash equivalents at beginning of year	10,661	6,697	6,605	10,314	10,569	10,823	11,038
Cash and cash equivalents at end of year	6,697	6,605	10,314	10,569	10,823	11,038	11,578
Investments at year end	140,541	151,332	151,600	128,600	109,150	107,750	108,450
Cash, cash equivalents and investments at end of year	147,238	157,937	161,914	139,169	119,973	118,788	120,028
Net change in cash, cash equivalents and investments		10,699	3,977	(22,744)	(19,196)	(1,185)	1,240

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	161,914	139,169	119,973	118,788	120,028
Represented by: Externally restricted							
Developer Contributions	36,457	43,446	37,105	25,953	15,720	15,971	16,948
Unexpended Grants - not tied to liability	566	597	0	0	0	0	0
Domestic Waste Management	3,401	7,626	9,443	10,943	12,383	13,521	15,663
Other externally restricted reserves	722	618	987	1,061	1,197	181	278
Total Externally Restricted	41,146	52,286	47,536	37,957	29,300	29,673	32,889
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	17,898	20,245	22,526	24,705	20,466
Unexpended Grants - tied to liability	28,600	31,960	18,865	9,422	7,990	8,058	8,132
Other	15,582	18,794	15,992	12,929	10,590	9,174	9,776
Total Internally Restricted	80,184	90,833	77,416	67,508	66,274	67,370	64,077
Total Restricted Cash	121,330	143,119	124,951	105,464	95,574	97,043	96,967
Total Unrestricted Cash	25,908	14,818	36,963	33,705	24,399	21,745	23,061

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	6,127	3,948	538	2,544	2,550
Depreciation	22,098	32,322	34,343	33,042	40,135	41,990	43,154
Capital grants and contributions							
Grants and contributions	29,262	20,265	20,843	24,115	15,400	3,548	3,913
Externally restricted reserves							
Developer contributions	8,038	8,088	17,222	19,821	15,950	9,219	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	353	538	343	-	-
Borrowings	-	-	-	9,935	3,015	-	-
Other	4,005	1,260	5,242	5,184	5,958	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	88,528	100,822	86,126	69,316	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	10,373	27,024	14,839	8,656	8,994
Community Land	-	838	-	-	-	-	-
Furniture & Fittings	730	74	72	169	36	36	36
Land Improvements	-	-	5,828	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	3,161	2,210	2,608	2,500	2,563
Open Space / Recreational	9,387	10,501	19,720	11,779	15,100	9,400	8,492
Other Assets	696	163	391	439	343	-	-
Other Structures	3,419	2,302	3,839	7,395	5,267	3,598	3,941
Plant & Equipment	3,545	3,275	7,955	6,951	8,809	8,956	7,809
Road, Bridges & Footpaths	26,574	24,323	26,868	29,283	25,618	21,689	19,572
Stormwater Drainage	5,505	8,485	8,428	10,122	9,047	9,360	9,532
Swimming Pools	345	1,109	1,175	1,280	791	1,410	1,232
Other Kimbriki Assets	2,718	12,785	-	-	-	-	-
Total expenditure	76,872	82,856	88,528	100,822	86,126	69,316	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%	0.4%	(1.5%)	(2.8%)	(1.1%)	0.2%
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%	87.2%	88.1%	90.5%	92.8%	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	2.20x	2.19x	2.00x	1.74x	1.87x
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	5.2mths	4.1mths	3.5mths	3.5mths	3.4mths
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	9.3x	10.8x	8.2x	12.3x	12.5x
measures the availability of operating cash to service loan repayments.		✓	✓	✓	✓	✓	✓	✓
Asset Management								
Building and Infrastructure Renewals Ratio	> 100%	112.7%	130.8%	107.4%	99.6%	96.1%	94.6%	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%	1.63%	1.62%	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%	92.6%	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%	1.34%	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	3,276	1,000	100	669	1,507	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		8,231	1,000	2,055	669	4,507	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	16,666	687	9,935*	6,044	-	515	-	-
Cultural improvements									
G7 G12	Coast walk - art trail	439	-	439	-	-	343	-	-
Total new works - community, arts and culture		17,104	687	10,374	6,044	-	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	4,050	1,700	-	-	2,350	6,300	-	-
G12	Clontarf masterplan implementation	-	-	-	-	-	550	1,500	-
Playground improvements									
G12	Dee Why Beach (Michaela Howie) playground upgrade	206	-	-	206	-	-	-	-
G12	Parkes Reserve, Collaroy Plateau playground	-	-	-	-	-	-	150	-
G12	Outdoor Gyms - Dee Why and Manly Beach	330	-	-	330	-	-	-	-
Recreational trails									
G12	Manly Dam boardwalk	1,500	-	-	-	1,500	-	-	-
Reserves and parks improvements									
G12	Warriewood Valley - public space and recreation	220	-	-	220	-	3,623	-	-

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	2027/28 \$'000
G12	Reserve - new pathway and lighting program	-	-	-	-	-	-	300	300
G12	Frenchs Forest precinct park upgrade	1,541	-	-	-	1,541	2,000	-	-
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	-	-	-	-	-	-	300	200
Sportsgrounds improvements									
G12	Sports club capital assistance program	100	100	-	-	-	100	100	100
G12	Warringah Recreation Centre, North Manly upgrades	2,203	-	-	2,203	-	3,700	-	-
G12	Seaforth bike park	500	-	-	500	-	-	-	-
G12	New basketball facilities	200	-	-	200	-	-	-	-
Town centre and village upgrades									
G11 G15	Commercial centre upgrade program	-	-	-	-	-	1,000	1,000	1,000
Total new works - Parks and recreation		12,376	1,800	-	4,959	5,616	17,373	4,710	3,900
Economic development, events and engagement									
Town and village centre activations									
G12	Manly laneways	-	-	-	-	-	-	650	120
G12	Avalon Place Plan implementation	1,100	-	-	1,100	-	-	-	-
Total new works - Economic development, events and engagement		1,100	-	-	1,100	-	-	650	120

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
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 Road	164	-	-	164	-	-	-	-
G16 G17	Queenscliff Headland access ramp	900	-	-	-	900	-	-	-
G16 G17	Pedestrian and cyclist bridge Pittwater Road, Queenscliff	2,990	-	-	-	2,990	-	-	-
Car parks and parking stations									
G16 G17	Smart parking infrastructure	250	-	-	250	-	-	-	-
Road and related infrastructure upgrades									
G17	New traffic facilities	3,600	-	-	1,200	2,400	1,000	1,000	1,000
G17	Scotland Island roads and drainage improvements	1,157	157	-	-	1,000	941	164	168
G17	Warriewood Valley – traffic and transport infrastructure	1,126	-	-	1,126	-	5,014	1,417	203
G17	Church Point - new infrastructure	863	-	-	863	-	-	-	-
G17	Kerb and gutter new works	300	-	-	300	-	200	200	-
G8 G17	Safer schools infrastructure	600	-	-	-	600	-	-	-
Wharf upgrades									
G17	Church Point commuter wharf expansion	310	-	-	310	-	-	-	-
Total new works - Transport, traffic and active travel		17,310	157	-	5,713	11,441	11,154	4,282	2,871

154 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	138	-	-	-	138	-	-	-
Public amenities improvements									
G9 G12	West Esplanade, Manly accessible amenity	286	-	-	286	-	-	-	-
G12	Freshwater Beach amenities	1,050	-	-	1,050	-	-	-	-
Total new works - Property and facilities		1,474	-	-	1,336	138	-	-	-
Total new works		60,655	6,395	12,569	19,821	21,870	37,378	17,083	14,126

Consolidated renewal 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									
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

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
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
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

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
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
Parks and recreation									
Foreshore and building improvements									
G12	Foreshores renewal program	538	538	-	-	-	1,810	2,130	1,601
G12	Rockpool renewal program	793	793	-	-	-	741	910	719
G12	Dinghy storage	40	40	-	-	-	40	40	40
G12	Tidal pools refurbishment	487	487	-	-	-	50	500	513
G12	Surf Life Saving Club minor renewal works	1,215	1,215	-	-	-	900	1,000	1,025
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

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
	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	600	600	-	-	-	614	818	1,294
G11	Balgowlah commercial centre renewal	-	-	-	-	-	-	460	-
	Total renewal works - Parks and recreation	6,425	6,425	-	-	-	7,371	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	350	-	350	-	-	150	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	368	-	-	-	368	-	-	-
Public amenities improvements									
G8 G12	Public amenities works program	499	499	-	-	-	1,087	1,219	1,250
Total renewal works - Property and facilities		3,267	2,549	350	-	368	4,774	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	3,281	-	3,281	-	-	4,147	4,020	1,175
G20	Light fleet renewal	3,595	-	3,595	-	-	4,439	4,689	6,443
Road and related infrastructure upgrades									
G16	Bus stop renewal works	94	94	-	-	-	-	112	115
G16	Kerb and gutter renewal works	1,101	1,101	-	-	-	1,203	1,756	1,800
G16	Retaining wall renewal works	1,114	1,114	-	-	-	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	2,207	2,207	-	-	-	1,290	162	700
Total renewal works - Transport, traffic and active travel		20,843	12,089	6,877	-	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	2,210	2,210	-	-	-	2,608	2,500	2,563
Total renewal works - Corporate support services		2,210	2,210	-	-	-	2,608	2,500	2,563
Total renewal works		40,167	30,596	7,326	-	2,245	48,748	52,233	51,799

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Fees and charges

Including pricing methodology
2024/25 financial year

Draft

TRIM: 2024/246762 - as at 5 April 2024

Attachment 2 - Item 9.1



Pricing Methodology

The Pricing Methodology provides a transparent, consistent, and equitable approach to the setting of fees and charges, under s608 of the Local Government Act 1993 (the Act), for services delivered by Northern Beaches Council.

Council applies a principles-based approach to the pricing of services to balance recovering the cost of providing a service from users proportionate to its broader community benefit along with recognising competitive neutrality and legislative obligations.

Principles

The following five principles guide how Council sets fees and charges for its services:

1. **Financially sustainable:** price-setting is informed by the cost of providing the service (*per s610D of the Act*), the capacity of the user to pay and, where relevant, any expected return on the investment of community assets.
2. **Recognise the importance of the service to the community:** seek to promote fair, just and equitable access to services, promote the participation of service target groups and encourage positive health and wellbeing outcomes (*per s610D of the Act*).
3. **Recognise competitive neutrality obligations:** where services are supplied on a commercial basis as part of a defined Council business consider market prices to ensure the service does not utilise its public sector position to gain an unfair advantage over private sector competitors.
4. **Compliant with legislation:** where applicable, pricing is in line with legislation and consideration made of any price suggested for that service by a relevant industry body or in a schedule of charges published by the Office of Local Government (*per s610D of the Act*).

5. **Consistent, transparent, efficient to administer and regularly reviewed:** set in a consistent way across Council services, documented and presented in a way the community can understand, simple to administer and reviewed annually.

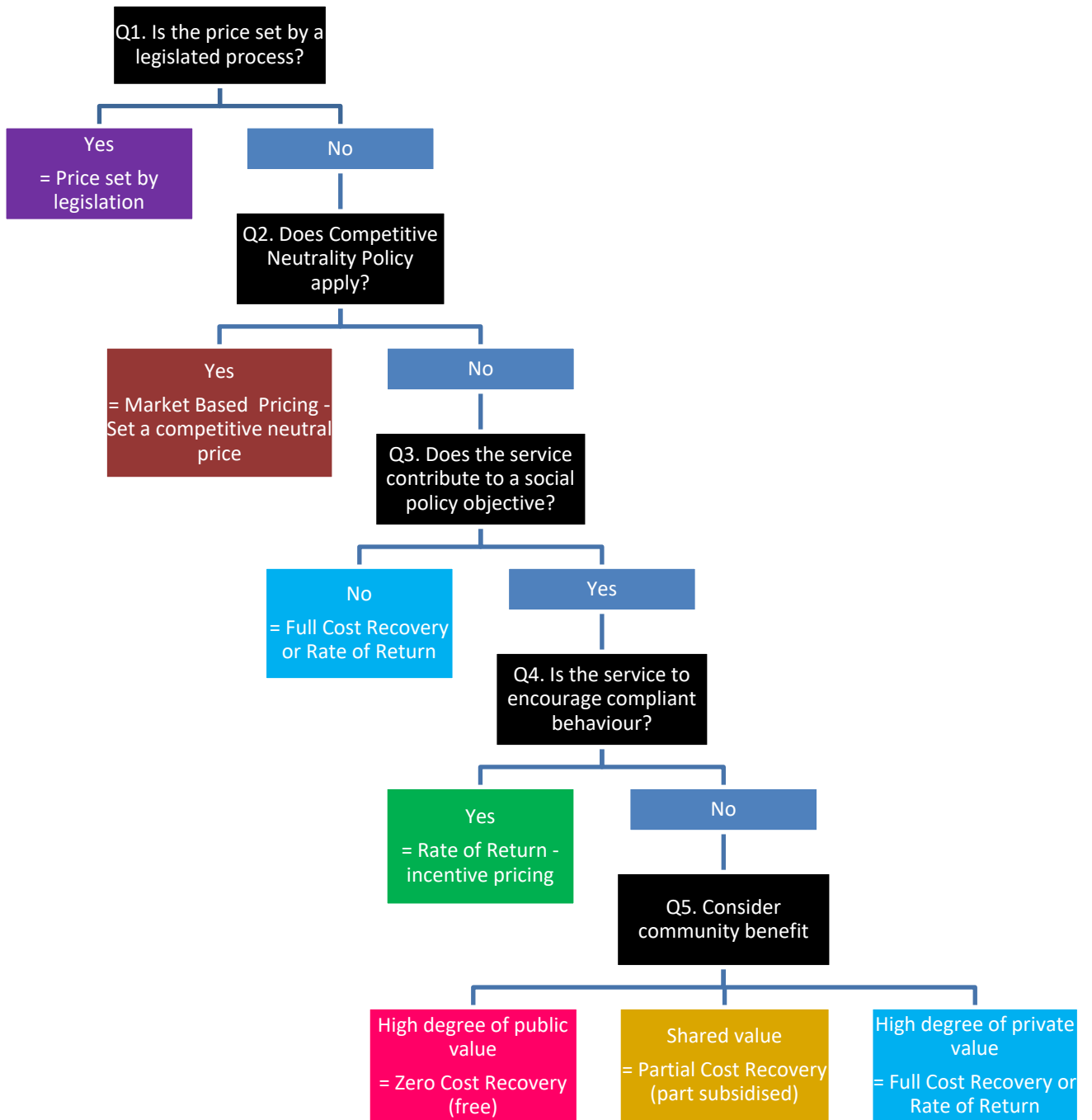
Pricing basis

Informed by the principles listed above, Council determines an appropriate pricing methodology that is consistent with the level of individual and community benefit of the service. Fees and charges are classified according to the following pricing basis outlined below:

Table 1 Pricing Basis

Pricing Basis	Description
Full Cost Recovery	Council recovers all direct and indirect cost of the service (including depreciation of assets employed).
Partial Cost Recovery	Council recovers less than the full cost (as defined above) - thereasons for this may include broader community service benefits.
Legislative Requirements	Price of the service is determined by legislation and dependent on price may or may not recover the full cost.
Market Based Pricing	The price of the service is determined by examining alternative prices of surrounding service providers (this also may or may not recover the full cost). e.g., Children's Services and Glen Street Theatre.
Zero Cost Recovery	Some services may be provided free of charge and the whole cost determined as a community service or a class of public good.
Rate of Return	This would include Full Cost Recovery as defined above in addition to a profit margin to factor in a return to Council for assets employed or to provide an incentive to encourage compliant behaviour.

Pricing setting process



Attachment 1. Pricing principles and methodology guidance

Pricing principle	Example	Code	Pricing methodology		
Private Good	Service benefits a particular user, making a contribution to their individual income, welfare or profits without any broader benefits to the community.	F	Full Cost Recovery	Council recovers all direct and indirect cost of the service (excluding depreciation of assets employed).	
Monopoly	Council has a monopoly over provision of the service and there is no community service or equity obligation.				Application fee for drainage easement
Development	Fee set will enable Council to develop and maintain a service.				Abandoned vehicles – removal and storage. Standard fee to be paid prior to release of the vehicle
Regulatory – non fixed	Fee charged to cover costs incurred in legislative requirements where no community service obligation exists.				Domestic Waste Service Management Charge Information request under the Government Information (Public Access) Act 2009
Shared benefits	The community as a whole as well as individual users (Community Service Obligation).	P	Partial Cost Recovery	Council recovers less than the Full Cost as defined above (the reasons for this may include community service obligation or prioritises or legislative limits on charging).	
Stimulus	A stimulus to the demand for the service is required. In the short term, only part of the cost of the service is to be recovered.				Hairdressers, Beauty Salons and Skin Penetration Inspections
Evasion	Charging prices to recover full cost may result in widespread evasion.				Introduction of a new service item
Equity	Service is targeted to low-income users.				Tree preservation orders
Economic/ social/ community welfare	Service promotes or encourages local economic or social activity.				Youth programs Community centre hire
Regulatory - fixed	Fixed by legislation.	L	Legal Requirements (Regulatory)	Price is determined by legislation (may or may not recover costs).	
Market	Service provided is in competition with that provided by another agency (private or public) and there is pressure to set a price which will encourage adequate usage of the service.	M	Market Based Pricing (Reference Pricing)	Price determined by examining alternative prices of surrounding service providers (may or may not recover the full cost of the service).	
Public Good	Service provides a broad community benefit inconceivable or impractical to charge for service on a user basis.	Z	Zero Cost Recovery (free)	Services may be provided free of charge and the whole cost determined as a community service obligation or may fall within a class of a public good.	
Practical Constraint	Service is a minor part of the overall operation of the Council or the potential for revenue collection is so minor as to be outweighed by the costs of collection.				Public access to the internet Participation in workshops, markets or events
Cost-plus activity	The service is a profit-making activity and the price paid by users should recover an amount greater than the full cost of providing that service.	R	Rate of Return (RoR)	This would include Full Cost Recovery as defined above in addition to a profit margin to factor in a return to Council for assets employed.	
Penalty	Fee charged is greater than cost of the service so as to act as a disincentive.				Civil works on behalf of developers, the public & other third parties Dishonoured cheque fee
Utility	Fee charged for possession, occupation or enjoyment of Council Land, Public Land and Air Space by Gas, Electricity, Telecommunications and Water Utilities.				Annual compensation fee for telecommunications facility on Council controlled land

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<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Chief Financial Officer					
Bank Fees					
Dishonoured payments	per instance	Bank Fee Charged	Bank Fee Charged	No	Full Cost Recovery
Bond Refund Administration Fee					
A fee of \$55 will apply to the interest to be paid on all bonds refunded by Council except for retention bonds. Where interest earned on a bond is not enough to meet the fee, it will be accepted in full satisfaction of the fee. Any amount of interest above \$55 will be refunded with the bond. To contribute towards the cost of the management of bonds.	per Bond refund	\$50.00	\$55.00	No	Partial Cost Recovery
Payment Card Fees					
Payment card transaction and processing surcharge, with the exception of Children's Services and financial donations to the Manly Art Gallery and Museum	transactional value	0.50% payment cards	0.50% payment cards	No	Partial Cost Recovery
Rates - Section 603 Certificate					
Application Fee – Standard processing 1 to 3 working days	per certificate	\$95.00	\$95.00	No	Legislative Requirements (Regulatory)
Additional Urgency fee – Within 24 hours (working days only)	per certificate	\$60.00	\$65.00	No	Full Cost Recovery
Tender Documentation Download					
Fee charged for downloading tender documents from the electronic tender portal for works, service and consultancy contracts with expected value of more than \$250,000	each	\$127.00	\$135.00	No	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Strategy and Performance					
Fee Reduction or Waiver					
Fee reduction for financial hardship	each	up to 100% of the fee	up to 100% of the fee	No	Zero Cost Recovery
Fee reduction for exceptional circumstances, where the fee is considered unreasonable or inappropriate	each	up to 100% of the fee	up to 100% of the fee	No	Zero Cost Recovery
One-off venue hire for event that delivers broad community benefit	each	up to 100% of the fee	up to 100% of the fee	No	Zero Cost Recovery
Provision of services to one-off event that delivers broad community benefit	each	up to 100% of the fee	up to 100% of the fee	No	Zero Cost Recovery
Digital and IT					
Application for Access to Information – Government Information (Public Access) Act					
Application fee for Informal Requests	per application	Zero	Zero	No	Legislative Requirements (Regulatory)
Processing fee for Personal Information applications	first twenty hours	Zero	Zero	No	Legislative Requirements (Regulatory)
Application fee for Formal Requests	per application	\$30.00	\$30.00	No	Legislative Requirements (Regulatory)
Processing fee	per hour	\$30.00	\$30.00	No	Legislative Requirements (Regulatory)
Processing fee for Formal Requests – discounted rate for financial hardship	per hour	\$15.00	\$15.00	No	Legislative Requirements (Regulatory)
Processing fee for Formal Requests – discounted rate for special benefit to the community	per hour	\$15.00	\$15.00	No	Legislative Requirements (Regulatory)
Internal review	per application	\$40.00	\$40.00	No	Legislative Requirements (Regulatory)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Geographic Information System (GIS)					
GIS maps and plans - A4	per copy	\$61.00	\$65.00	No	Full Cost Recovery
GIS maps and plans - A3	per copy	\$105.00	\$111.00	No	Full Cost Recovery
GIS maps and plans - A2	per copy	\$150.00	\$159.00	No	Full Cost Recovery
GIS maps and plans - A1	per copy	\$197.00	\$209.00	No	Full Cost Recovery
GIS maps and plans - A0	per copy	\$391.00	\$413.00	No	Full Cost Recovery
Digital data - per 1,000m2 by layer of data included in rate	each	\$11.50	\$12.10	No	Full Cost Recovery
Airborne laser scanning derived data - up to 1,000m2	each	\$116.00	\$123.00	No	Full Cost Recovery
Airborne laser scanning derived data - over 1,000m2 or part thereof	each	\$1,146.00	\$1,211.00	No	Full Cost Recovery
Electronic copy of aerial photography - per property	each	\$148.00	\$157.00	No	Full Cost Recovery
GIS staff administration fee (including but not limited to preparation of maps/plan setup and data distribution)	per hour	\$120.00	\$127.00	No	Full Cost Recovery
Subpoena					
Conduct fee	per application	\$116.00	\$123.00	No	Full Cost Recovery
Search fee	per hour	\$116.00	\$123.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Engagement & Communications					
Advertising Space - Light Pole Flags					
Avalon (22 Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$2,324.00	\$2,455.00	No	Full Cost Recovery
Avalon (22 Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$4,647.00	\$4,908.00	No	Rate of Return Pricing (IRR)
Brookvale Oval (16 Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$1,690.00	\$1,785.00	No	Full Cost Recovery
Brookvale Oval (16 Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$3,380.00	\$3,570.00	No	Rate of Return Pricing (IRR)
Collaroy (12 Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$1,268.00	\$1,340.00	No	Full Cost Recovery
Collaroy (12 Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$2,535.00	\$2,677.00	No	Rate of Return Pricing (IRR)
Dee Why (7 Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$740.00	\$782.00	No	Full Cost Recovery
Dee Why (7 Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$1,479.00	\$1,562.00	No	Rate of Return Pricing (IRR)
Freshwater (13 Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$740.00	\$782.00	No	Full Cost Recovery
Freshwater (13 Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$1,479.00	\$1,562.00	No	Rate of Return Pricing (IRR)
Long Reef Headland (16 Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$1,690.00	\$1,785.00	No	Full Cost Recovery
Long Reef Headland (16 Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$3,380.00	\$3,570.00	No	Rate of Return Pricing (IRR)
Manly Beach (9 Large Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$1,046.00	\$1,105.00	No	Full Cost Recovery
Manly Beach (9 Large Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$2,091.00	\$2,209.00	No	Rate of Return Pricing (IRR)
Manly Beach (67 Small Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$4,599.00	\$4,857.00	No	Full Cost Recovery
Manly Beach (67 Small Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$9,198.00	\$9,714.00	No	Rate of Return Pricing (IRR)
Manly Vale (17 Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$1,706.00	\$1,802.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Manly Vale (17 Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$3,411.00	\$3,603.00	No	Rate of Return Pricing (IRR)
Mona Vale (19 Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$1,907.00	\$2,014.00	No	Full Cost Recovery
Mona Vale (19 Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$3,813.00	\$4,027.00	No	Rate of Return Pricing (IRR)
Narrabeen (12 Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$1,204.00	\$1,272.00	No	Full Cost Recovery
Narrabeen (12 Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$2,408.00	\$2,543.00	No	Rate of Return Pricing (IRR)
Newport (8 Flags) - not for profit/charity rate - maximum 6 weeks subject to availability	per site	\$1,056.00	\$1,116.00	No	Full Cost Recovery
Newport (8 Flags) - commercial rate - maximum 6 weeks subject to availability	per site	\$2,112.00	\$2,231.00	No	Rate of Return Pricing (IRR)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Engagement & Communication: Entertainment					
Provision of entertainment at a small scale event e.g. rides	per day	\$300 - \$1,000	\$300 - \$1,000	Yes	Partial Cost Recovery
Provision of entertainment at a medium/large scale event e.g. rides	per day	\$1,000 - \$10,000	\$1,000 - \$10,000	Yes	Partial Cost Recovery
Community Engagement & Communication: Food & Beverage					
Drink sales at events	per item	\$2 - \$30	\$2 - \$30	Yes	Partial Cost Recovery
Community Engagement & Communication: Merchandise					
Event merchandise e.g. t-shirts, caps, festival glasses	per item	\$5 - \$100	\$5 - \$100	Yes	Partial Cost Recovery
Community Engagement & Communication: Stalls					
Stallholding at a small scale event	per day	\$100 - \$150	\$100 - \$150	Yes	Partial Cost Recovery
Stallholding at a medium scale event	per day	\$150 - \$500	\$150 - \$500	Yes	Partial Cost Recovery
Stallholding at a large-scale event	per day	\$500 - \$6,000	\$500 - \$6,000	Yes	Partial Cost Recovery
Community Engagement & Communication: Sun Run					
Entry fees for different categories of event participants across early bird, standard and late pricing (plus fees as charged by the platform/gateway provider)	per entry	\$0 - \$100	\$0 - \$100	Yes	Full Cost Recovery
SMS notifications	per entry	\$2.00	\$2.00	Yes	Full Cost Recovery
Postage of pack - if selected by entrant	per entry	\$7 - \$10	\$7 - \$10	Yes	Full Cost Recovery
Community Engagement & Communication: Ticketed Events					
Ticketed events (plus fees as charged by the platform/gateway provider)	per ticket	\$5 - \$300	\$5 - \$300	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Customer Services					
Building Long Service Levy					
0.25% of the cost of building and construction works of \$250,000 and or more	per application	Fee levied by Long Service Corporation - Council accepts as agent	Fee levied by Long Service Corporation - Council accepts as agent	No	Legislative Requirements (Regulatory)
Council's commission received, included within the Building Long Service Levy	per application	\$19.80	\$19.80	Yes	Legislative Requirements (Regulatory)
Photocopy Fee					
Black and white A4	per page	\$0.20	\$0.20	Yes	Partial Cost Recovery
Black and white A3	per page	\$0.40	\$0.40	Yes	Partial Cost Recovery
Colour A4	per page	\$1.60	\$2.00	Yes	Partial Cost Recovery
Colour A3	per page	\$3.50	\$4.00	Yes	Partial Cost Recovery
General Counsel					
Costs in Legal Proceedings and Other Matters					
Paralegal	per hour	\$91.00	Deleted Fee	No	Partial Cost Recovery
Staff expert	per hour	\$102.00	Deleted Fee	No	Partial Cost Recovery
Legal Counsel	per hour	\$146.00	\$300.00	No	Partial Cost Recovery
General Counsel	per hour	\$213.00	\$350.00	No	Partial Cost Recovery
External legal fees	per occasion	At Cost	At Cost	No	Full Cost Recovery
External expert fees	per occasion	At Cost	At Cost	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Library Services					
Book Sales					
Contact library for price	per item	Various	Various	Yes	Market Based Pricing
Digital Photographs					
Commercial use in publications or television - high resolution	per photo	\$61.00	\$65.00	Yes	Partial Cost Recovery
General Fees					
Lost and damaged items	per item	\$6 plus replacement	\$6 plus replacement	Yes	Full Cost Recovery
Program entry	per person	Various	Various	Yes	Partial Cost Recovery
Overdue item	per item per day	\$0.30 up to \$10 maximum	\$0.30 up to \$10 maximum	No	Market Based Pricing
Library merchandise	per item	Various	Various	Yes	Full Cost Recovery
Invigilation	per hour	\$25.00	Deleted Fee	Yes	Partial Cost Recovery
Book club	per annum per club	\$65.00	\$65.00	Yes	Partial Cost Recovery
Meeting Room Hire					
Glen Street Library - Study Room 1 - not for profit	per hour	\$10.00	\$12.00	Yes	Market Based Pricing
Glen Street Library - Study Room 1 - commercial	per hour	\$18.00	\$20.00	Yes	Market Based Pricing
Glen Street Library - Study Room 2 - not for profit	per hour	\$10.00	\$12.00	Yes	Market Based Pricing
Glen Street Library - Study Room 2 - commercial	per hour	\$18.00	\$20.00	Yes	Market Based Pricing
Glen Street Library - Project Space - not for profit	per hour	\$20.00	\$24.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Glen Street Library - Project Space - commercial	per hour	\$38.00	\$40.00	Yes	Market Based Pricing
Booking cancellation various	per booking	\$30.00	\$30.00	Yes	Partial Cost Recovery
Forestville Library - Meeting Room - not for profit	per hour	\$10.00	\$12.00	Yes	Market Based Pricing
Forestville Library - Meeting Room - commercial	per hour	\$18.00	\$20.00	Yes	Market Based Pricing
Dee Why Library - Study Room - not for profit	per hour	\$10.00	\$12.00	Yes	Market Based Pricing
Dee Why Library - Study Room - commercial	per hour	\$18.00	\$20.00	Yes	Market Based Pricing
Manly Library - Ferry Room - not for profit	per hour	\$14.00	\$16.00	Yes	Market Based Pricing
Manly Library - Ferry Room - commercial	per hour	\$26.00	\$28.00	Yes	Market Based Pricing
Manly Library - Board Room - not for profit	per hour	\$14.00	\$16.00	Yes	Market Based Pricing
Manly Library - Board Room - commercial	per hour	\$26.00	\$28.00	Yes	Market Based Pricing
Manly Library - Shelly Room - not for profit	per hour	\$20.00	\$24.00	Yes	Market Based Pricing
Manly Library - Shelly Room - commercial	per hour	\$38.00	\$40.00	Yes	Market Based Pricing
Manly Library - Creative Library - not for profit	per hour	\$20.00	\$24.00	Yes	Market Based Pricing
Manly Library - Creative Library - commercial	per hour	\$38.00	\$40.00	Yes	Market Based Pricing
Manly Library - Community Room - not for profit	per hour	\$20.00	\$24.00	Yes	Market Based Pricing
Manly Library - Community Room - commercial	per hour	\$38.00	\$40.00	Yes	Market Based Pricing
Mona Vale Library - Beaton Room - not for profit	per hour	\$10.00	\$12.00	Yes	Market Based Pricing
Mona Vale Library - Beaton Room - commercial	per hour	\$18.00	\$20.00	Yes	Market Based Pricing
Mona Vale Library - Pelican Room - not for profit	per hour	\$20.00	\$24.00	Yes	Market Based Pricing
Mona Vale Library - Pelican Room - commercial	per hour	\$38.00	\$40.00	Yes	Market Based Pricing
Warringah Mall Library - Meeting Room - not for profit	per hour	\$20.00	\$24.00	Yes	Market Based Pricing
Warringah Mall Library - Meeting Room - commercial	per hour	\$38.00	\$40.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Photocopy / Scanning					
Scanning up to 50 MB	per scan	Zero	Zero	Yes	Market Based Pricing
A4 black and white	per page	\$0.20	\$0.20	Yes	Market Based Pricing
A3 black and white	per page	\$0.40	\$0.40	Yes	Market Based Pricing
A4 colour	per page	\$2.00	\$2.00	Yes	Market Based Pricing
A3 colour	per page	\$3.00	\$3.00	Yes	Market Based Pricing
Microfiche black and white	per copy	\$0.30	\$0.30	Yes	Market Based Pricing
Requests					
University/Corporate/TAFE or other library network loan	per item	Various	Various	Yes	Partial Cost Recovery
Inter library loan item requested from another library service for transfer	per item	\$3.00	\$3.00	Yes	Partial Cost Recovery
Development Assessment					
Additional Fees for Development Applications, Modifications and Reviews					
Additional fee for development application or modification application that is referred to design review panel for advice - fee is reduced to \$2,000 if the proposal was subject to a Pre-Lodgement and DSAP meeting	per application	\$3,763.00	\$3,763.00	No	Legislative Requirements (Regulatory)
Giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development	each		\$1,386.00	No	Legislative Requirements (Regulatory)
Notification fee for DAs, modifications and reviews - estimated cost of original works \$0 to \$10,000,000	per application	\$350.00	\$370.00	No	Full Cost Recovery
Notification fee for DAs, modifications and reviews DAs - estimated cost of original works greater than \$10,000,001	per application	\$1,060.00	\$1,120.00	No	Full Cost Recovery
Advertising fee - development applications which are advertised development (e.g. where an Environmental Planning Instrument or Community Participation Plan requires notice to be given) or Prohibited Development (e.g. existing e rights)	per application	\$220.00	\$235.00	No	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Advertising fee - Modification of Consent s4.55(2) & S4.56(1) where the Regulation or Community Participation Plan require public notice	per application	\$220.00	\$235.00	No	Legislative Requirements (Regulatory)
Integrated development and/or development requiring concurrence - additional processing fee	per application	\$176.00	\$176.00	No	Legislative Requirements (Regulatory)
Designated developments - additional processing fee	per application	\$1,154.00	\$1,154.00	No	Legislative Requirements (Regulatory)
Designated developments - advertising fee	per application	\$2,785.00	\$2,785.00	No	Legislative Requirements (Regulatory)
Modification of Consent - additional fee for modification when application is required to submit a statement by a qualified designer	per application	\$954.00	\$954.00	No	Legislative Requirements (Regulatory)
Development Applications					
Change of use - involving no physical work or demolition	per application	\$357.00	\$357.00	No	Legislative Requirements (Regulatory)
Dwelling house with estimated construction cost less than \$100,000	per application	\$571.00	\$571.00	No	Legislative Requirements (Regulatory)
Estimated cost of works up to \$5,000	per application	\$138.00	\$138.00	No	Legislative Requirements (Regulatory)
Estimated cost of works \$5,001 to \$50,000	per application	\$212 plus \$3 for every \$1,000 (or part thereof)	\$212 plus \$3 for every \$1,000 (or part thereof)	No	Legislative Requirements (Regulatory)
Estimated cost of works \$50,001 to \$250,000	per application	\$442 plus \$3.64 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$50,000	\$442 plus \$3.64 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$50,000	No	Legislative Requirements (Regulatory)
Estimated cost of works \$250,001 to \$500,000	per application	\$1,455 plus \$2.34 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	\$1,455 plus \$2.34 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	No	Legislative Requirements (Regulatory)
Estimated cost of works \$500,001 to \$1,000,000	per application	\$2,190 plus \$1.64 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	\$2,190 plus \$1.64 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	No	Legislative Requirements (Regulatory)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Estimated cost of works \$1,000,001 to \$10,000,000	per application	\$3,281 plus \$1.44 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	\$3,281 plus \$1.44 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	No	Legislative Requirements (Regulatory)
Estimated cost of works more than \$10,000,001	per application	\$19,917 plus \$1.19 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	\$19,917 plus \$1.19 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	No	Legislative Requirements (Regulatory)
Strata subdivision	per application	\$414 plus \$65 for each additional lot created by the subdivision	\$414 plus \$65 for each additional lot created by the subdivision	No	Legislative Requirements (Regulatory)
Subdivision of land involving the opening of a public road	per application	\$834 plus \$65 for each additional lot created by the subdivision	\$834 plus \$65 for each additional lot created by the subdivision	No	Legislative Requirements (Regulatory)
Subdivision of land not involving the opening of a public road	per application	\$414 plus \$53 for each additional lot created by the subdivision	\$414 plus \$53 for each additional lot created by the subdivision	No	Legislative Requirements (Regulatory)
Involving advertising signs	per application	\$357 plus \$93 for each additional sign in excess of one, or based on the estimated cost of works fees above, which ever is the greater	\$357 plus \$93 for each additional sign in excess of one, or based on the estimated cost of works fees above, which ever is the greater	No	Legislative Requirements (Regulatory)
Modification of Consent - based on estimated costs and works of the original development application					
s4.55(1) - Involving minor error, incorrect description or miscalculation (no fee charged if agreed Council error)	per application	Zero	Zero	No	Legislative Requirements (Regulatory)
s4.55(1A) & s4.56(1) - Minor environmental impact	per application	50% of original fee or \$809 whichever is the lesser	50% of original fee or \$809 whichever is the lesser	No	Legislative Requirements (Regulatory)
s4.55(2) & s4.56(1) - Original application fee less than \$100	per application	50% of original fee	50% of original fee	No	Legislative Requirements (Regulatory)
s4.55(2) & s4.56(1) - Change of use, involving no building work or demolition	per application	50% of original fee	50% of original fee	No	Legislative Requirements (Regulatory)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
s4.55(2) & s4.56(1) - Dwelling house estimated construction cost less than \$100,000	per application	\$238.00	\$238.00	No	Legislative Requirements (Regulatory)
s4.55(2) & s4.56(1) - Estimated cost of works up to \$5,000	per application	\$69.00	\$69.00	No	Legislative Requirements (Regulatory)
s4.55(2) & s4.56(1) - Estimated cost of works \$5,001 to \$250,000	per application	\$106 plus \$1.50 for every \$1,000 (or part thereof)	\$106 plus \$1.50 for every \$1,000 (or part thereof)	No	Legislative Requirements (Regulatory)
s4.55(2) & s4.56(1) - Estimated cost of works \$250,001 to \$500,000	per application	\$628 plus \$0.85 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	\$628 plus \$0.85 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	No	Legislative Requirements (Regulatory)
s4.55(2) & s4.56(1) - Estimated cost of works \$500,001 to \$1,000,000	per application	\$894 plus \$0.50 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	\$894 plus \$0.50 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	No	Legislative Requirements (Regulatory)
s4.55(2) & s4.56(1) - Estimated cost of works \$1,000,001 to \$10,000,000	per application	\$1,238 plus \$0.40 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	\$1,238 plus \$0.40 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	No	Legislative Requirements (Regulatory)
s4.55(2) & s4.56(1) - Estimated cost of works more than \$10,000,001	per application	\$5,943 plus \$0.27 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	\$5,943 plus \$0.27 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	No	Legislative Requirements (Regulatory)
Other Fees					
Deferred commencement review	per application	\$320.00	\$340.00	No	Partial Cost Recovery
Pre-Lodgement Services					
Written advice on a single planning issue	per application	\$295.00	\$315.00	Yes	Partial Cost Recovery
Written advice and short meeting on a single planning issue	per application	\$400.00	\$425.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Pre-Lodgement Meeting - development with an estimated construction cost up to \$500,000 (excluding development required to be referred to DSAP)	per application	\$915.00	\$970.00	Yes	Partial Cost Recovery
Pre-Lodgement Meeting - development with an estimated construction cost between \$500,001 - \$2,000,000 (excluding development required to be referred to DSAP)	per application	\$1,210.00	\$1,280.00	Yes	Partial Cost Recovery
Pre-Lodgement Meeting - development with an estimated construction cost between \$2,000,001 - \$5,000,000 or subdivision up to 5 lots (excluding development required to be referred to DSAP)	per application	\$1,515.00	\$1,600.00	Yes	Partial Cost Recovery
Pre-Lodgement Meeting - development with an estimated construction cost between \$5,000,001 - \$20,000,000 or subdivision between 6 - 20 lots (excluding development required to be referred to DSAP)	per application	\$1,805.00	\$1,910.00	Yes	Partial Cost Recovery
Pre-Lodgement Meeting - development with an estimated construction cost more than \$20,000,001 or subdivision more than 20 lots (excluding development required to be referred to DSAP)	per application	\$2,405.00	\$2,540.00	Yes	Partial Cost Recovery
Pre-Lodgement Meeting and Design & Sustainability Advisory Panel (DSAP) Meeting Service - Includes 2 meetings (with DSAP and second with Council staff). Discounted design review panel fee available at DA lodgement stage if Pre-Lodgement/DSAP meeting is attended.	per application	\$3,260.00	\$3,445.00	Yes	Partial Cost Recovery
Review of Determination					
Involving no physical work or demolition	per application	50% of original fee	50% of original fee	No	Legislative Requirements (Regulatory)
Dwelling house estimated construction cost less than \$100,000	per application	\$238.00	\$238.00	No	Legislative Requirements (Regulatory)
Estimated cost of works up to \$5,000	per application	\$69.00	\$69.00	No	Legislative Requirements (Regulatory)
Estimated cost of works \$5,001 - \$250,000	per application	\$107 plus \$1.50 for every \$1,000 (or part thereof) of the estimated cost	\$107 plus \$1.50 for every \$1,000 (or part thereof) of the estimated cost	No	Legislative Requirements (Regulatory)
Estimated cost of works \$250,001 - \$500,000	per application	\$628 plus \$0.85 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	\$628 plus \$0.85 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	No	Legislative Requirements (Regulatory)
Estimated cost of works \$500,001 - \$1,000,000	per application	\$894 plus \$0.50 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	\$894 plus \$0.50 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	No	Legislative Requirements (Regulatory)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Estimated cost of works \$1,000,001 - \$10,000,000	per application	\$1,238 plus \$0.40 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	\$1,238 plus \$0.40 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	No	Legislative Requirements (Regulatory)
Estimated cost of works more than \$10,000,001	per application	\$5,943 plus \$0.27 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	\$5,943 plus \$0.27 for every \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	No	Legislative Requirements (Regulatory)
Review of a Modification of Consent Application - s8.9	per application	50% of original fee	50% of original fee	No	Legislative Requirements (Regulatory)
Strategic & Place Planning					
Offer to Enter into a Planning Agreement					
Planning Portal Lodgement Fee	per application	\$5.00	\$5.00	No	Legislative Requirements (Regulatory)
Pre-lodgement Meeting (Planning Agreement Pre-Lodgement Fee)	per application	\$866.00	\$915.00	Yes	Partial Cost Recovery
Application Fee only (Note: Land Valuation Report, Cost estimate of infrastructure by Quantity Surveyor and any other required reports for the assessment of the Offer is direct cost recovery in accordance with Council's adopted Planning Agreement Policy. Legal fees including Registration on Title of subject property is part of the Planning Agreement Obligations).	per application	\$4,697.00	\$4,961.00	No	Full Cost Recovery
Planning Certificate (Section 10.7)					
Section 10.7 Part 2 Certificate	per certificate	\$67.00	\$67.00	No	Legislative Requirements (Regulatory)
Section 10.7 Part 2 & Part 5 Certificate	per certificate	\$168.00	\$168.00	No	Legislative Requirements (Regulatory)
Additional urgency fee for Planning Certificates - produced within 3 hours	per certificate	\$59.00	\$63.00	No	Full Cost Recovery
Re-printing fee if certificate was issued less than 10 days prior	per certificate	\$94.00	\$100.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Planning Documents					
Certified copy of map or plan	per copy	\$66.00	\$70.00	No	Full Cost Recovery
Planning Proposal Application - basic/standard seeking amendment/s to an LEP involving sites less than 5,000 sqm in area					
Pre-lodgement meeting and report	per meeting/ report	\$2,335.00	\$2,466.00	Yes	Full Cost Recovery
Lodgement fee. This applies to mapping changes, adding/removing a heritage item and changing the wording of a clause that does not require complex assessment or mapping changes on sites less than 5000sqm in area.	per proposal	\$35,054.00	\$37,018.00	No	Partial Cost Recovery
Additional fee when a public hearing is required	per hearing		At cost	No	Full Cost Recovery
Refund of a percentage of lodgement fee if planning proposal does not progress past the Gateway Determination (s56 EP&A Act) and no application is made for a rezoning review	per proposal	Up to 30% of lodgement fee	Up to 30% of lodgement fee	No	Full Cost Recovery
Planning Proposal Application - complex/major seeking amendment/s to an LEP involving sites over 5,000 sqm in area or multiple sites or sites with complex planning issues					
Pre-lodgement meeting and report	per meeting/ report	\$5,836.00	\$6,163.00	Yes	Partial Cost Recovery
Lodgement fee. This applies to mapping changes, adding/removing a heritage item, changing the wording of a clause or adding/removing a use in a zoning table that requires complex assessment or mapping changes. These fees also applies for sites with complex planning issues, proposals involving multiples sites or sites that are over 5000sqm in area.	per proposal	\$75,963.00	\$80,217.00	No	Full Cost Recovery
Additional fee when a public hearing is required	per hearing	At cost	At cost	No	Full Cost Recovery
Additional fee when extra time or studies or work are required post gateway approval	per proposal	At cost	At cost	No	Full Cost Recovery
Refund of a percentage of lodgement fee if planning proposal does not progress past the Gateway Determination (s56 EP&A Act) and no application is made for a rezoning review	per proposal	Up to 30% of lodgement fee	Up to 30% of lodgement fee	No	Full Cost Recovery
Planning Proposal DCP Amendment					
Pre-lodgement meeting and report	per meeting/ report	\$2,335.00	\$2,466.00	Yes	Full Cost Recovery
Lodgement fee including advertising	per amendment	\$35,054.00	\$37,018.00	No	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community, Arts & Culture					
Adolescent & Family Counselling Service					
Dad's parenting program	per session	\$25.00	\$25.00	Yes	Partial Cost Recovery
Parenting program	per 4 sessions	\$50.00	Deleted Fee	Yes	Partial Cost Recovery
Community Arts & Culture					
Market fee	per day	\$75.00	\$75.00	Yes	Partial Cost Recovery
Marquee hire - fee passed on to single stall holder	per day	At Cost	At Cost	Yes	Full Cost Recovery
Marquee hire split fee - fee passed on to multiple stall holders	per day	At Cost	At Cost	Yes	Full Cost Recovery
Community Arts & Culture - Avalon Creative Space					
Workshop 1 - space hire hour	per hour	\$25.00	\$30.00	Yes	Partial Cost Recovery
Workshop 1 - space hire half day (3hrs)	per half day	\$45.00	\$50.00	Yes	Partial Cost Recovery
Workshop 1 - space hire day	per day	\$75.00	\$80.00	Yes	Partial Cost Recovery
Workshop 2 - space hire hour	per hour	\$15.00	\$15.00	Yes	Partial Cost Recovery
Workshop 2 - space hire half day (3hrs)	per half day	\$35.00	\$40.00	Yes	Partial Cost Recovery
Workshop 2 - space hire day	per day	\$55.00	\$60.00	Yes	Partial Cost Recovery
Studio 1	per week	\$70.00	\$74.00	Yes	Partial Cost Recovery
Studio 1 - shared	per week	\$40.00	\$43.00	Yes	Partial Cost Recovery
Studio 2	per week	\$150.00	\$159.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Arts & Culture - Creative Space					
Pop-up hire - Makers Shop	per week	\$150.00	\$159.00	Yes	Partial Cost Recovery
Pop-up hire - Makers Shop	per day	\$40.00	\$43.00	Yes	Partial Cost Recovery
Pop-up hire medium - Creative Pop-up	per day	\$55.00	\$60.00	Yes	Partial Cost Recovery
Studio	per week	\$70.00	\$74.00	Yes	Partial Cost Recovery
Studio - shared	per week	\$40.00	\$43.00	Yes	Partial Cost Recovery
Exhibition – Solo	per week	\$160.00	\$170.00	Yes	Partial Cost Recovery
Exhibition – Group	per week	\$215.00	\$230.00	Yes	Partial Cost Recovery
Community Arts & Culture - Creative Spaces, Curl Curl and others					
Studio	per day	Zero	Zero	No	Zero Cost Recovery
Studio 1 - shared	per week	\$45.00	\$48.00	Yes	Partial Cost Recovery
Studio 1 - large	per week	\$80.00	\$85.00	Yes	Partial Cost Recovery
Studio 2	per week	\$65.00	\$69.00	Yes	Partial Cost Recovery
Studio 3	per week	\$65.00	\$69.00	Yes	Partial Cost Recovery
Studio 4	per week	\$65.00	\$69.00	Yes	Partial Cost Recovery
Studio 5 - shared	per week	\$35.00	\$37.00	Yes	Partial Cost Recovery
Studio 5 - outdoor	per week	\$65.00	\$69.00	Yes	Partial Cost Recovery
Makers Shop - day	per day	\$32.00	\$34.00	Yes	Partial Cost Recovery
Makers Shop - week (4-7days)	per week	\$106.00	\$112.00	Yes	Partial Cost Recovery
Gallery Space hire – non-exhibition hourly	per hour	\$22.00	\$24.00	Yes	Partial Cost Recovery
Gallery Space hire – non-exhibition half day	per half day	\$43.00	\$46.00	Yes	Partial Cost Recovery
Exhibition half gallery	per week	\$195.00	\$206.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Exhibition solo	per week	\$270.00	\$286.00	Yes	Partial Cost Recovery
Exhibition group	per week	\$385.00	\$407.00	Yes	Partial Cost Recovery
Exhibition commercial	per week	\$1,070.00	\$1,130.00	Yes	Partial Cost Recovery
Community Centres - Administration Charges					
Floor damage charge	per instance	As per quote	As per quote	Yes	Partial Cost Recovery
Discount for not for profit organisations and groups	per hire	35% deduction off hire fee	35% deduction off hire fee	Yes	Partial Cost Recovery
Discount for seniors/disability/support groups - application and approval process	per hire	70% deduction off hire fee	70% deduction off hire fee	Yes	Partial Cost Recovery
Meeting hire for community committees endorsed by Council (subject to availability) and internal Council meetings	per hire	Zero	Zero	Yes	Zero Cost Recovery
Art exhibition screen fee	per screen	\$40.00	\$45.00	Yes	Full Cost Recovery
Art exhibition/workshop per room	per day	Five x hire fee per room/hall	Five x hire fee per room/hall	Yes	Partial Cost Recovery
Casual hirer - refundable bond - (a) low risk function or activity	per hire	\$300.00	\$300.00	No	Full Cost Recovery
Casual hirer - refundable bond - (b) medium risk function or activity	per hire	\$500.00	\$500.00	No	Full Cost Recovery
Casual hirer - refundable bond - (c) high risk function or activity	per hire	\$1,000.00	\$1,000.00	No	Full Cost Recovery
Casual hirer - refundable bond - (d) special event / high risk function	per hire	\$1,500.00	\$1,500.00	No	Full Cost Recovery
Casual hirer - refundable bond - (e) meeting 1.5 - 3 hours	per hire		Deleted Fee	No	Full Cost Recovery
Administration fee - applies when a booking that has already been confirmed is amended. Charged multiple times per change for large changes of two dates or more (not to exceed full booking fee)	per charge	\$40.00	\$45.00	Yes	Partial Cost Recovery
Cancellation fee within two weeks of booking	per instance	Rental amount	Rental amount	Yes	Partial Cost Recovery
Cancellation fee outside two weeks of booking (not to exceed full booking fee)	per instance	\$40.00	\$45.00	Yes	Partial Cost Recovery
Non return of key (after 5 days of hire period completion)	per instance	\$100.00	\$106.00	Yes	Partial Cost Recovery
Charge to open centre/ callout fee	per instance	\$330.00	\$349.00	Yes	Full Cost Recovery
Regular hirer - late payment fee	per instance	\$40.00	\$45.00	Yes	Partial Cost Recovery
Penalty for hirer found using a centre outside of their booked time or without a booking. (Plus a minimum 1 hour booking charge)	per instance	\$110.00	\$130.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Extra bin required	per bin	\$30.00	\$35.00	Yes	Partial Cost Recovery
Extra cleaning required	per hour	\$80.00	\$85.00	Yes	Full Cost Recovery
Extra key/swipe card - requested or replacement	per key	\$80.00	\$80.00	Yes	Partial Cost Recovery
Election rate	per day	\$1,350.00	\$1,350.00	Yes	Partial Cost Recovery
Kiln firing Small	per firing	\$45.00	\$50.00	Yes	Partial Cost Recovery
Kiln firing Medium	per firing	\$50.00	\$60.00	Yes	Partial Cost Recovery
Kiln firing Large	per firing	\$60.00	\$70.00	Yes	Partial Cost Recovery
Storage fee small	per year	\$65.00	\$70.00	Yes	Partial Cost Recovery
Storage fee medium	per year	\$110.00	\$120.00	Yes	Partial Cost Recovery
Storage fee large	per year	\$165.00	\$170.00	Yes	Partial Cost Recovery
Storage fee extra large	per year	\$330.00	\$350.00	Yes	Partial Cost Recovery
Community Centres - Allambie Public Hall					
Concession	per hour	\$9.10	\$9.60	Yes	Partial Cost Recovery
Not for profit	per hour	\$19.60	\$20.70	Yes	Partial Cost Recovery
Hire fee	per hour	\$30.20	\$31.90	Yes	Partial Cost Recovery
Function	per hour	\$54.00	\$58.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Centres - Avalon Recreation Centre					
Main Hall - concession	per hour	\$16.10	\$17.00	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$34.70	\$36.60	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$53.40	\$57.00	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$96.00	\$102.00	Yes	Partial Cost Recovery
Early Childhood Centre - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Early Childhood Centre - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Early Childhood Centre - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Avalon Annexe - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Avalon Annexe - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Avalon Annexe - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Avalon Annexe - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Activity Room 1 - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Activity Room 1 - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Activity Room 1 - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Activity Room 1 - function	per hour	\$47.00	\$50.00	Yes	Partial Cost Recovery
Activity Room 2 - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Activity Room 2 - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Activity Room 2 - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Activity Room 2 - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Activity Room 3 - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Activity Room 3 - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Activity Room 3 - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Activity Room 3 - function	per hour	\$47.00	\$50.00	Yes	Partial Cost Recovery
Activity Room 4 - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Activity Room 4 - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Activity Room 4 - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Activity Room 4 - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Community Centres - Beacon Hill War Memorial Hall					
Main Hall - concession	per hour	\$13.00	\$13.70	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$28.10	\$29.70	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$43.20	\$45.60	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$77.00	\$82.00	Yes	Partial Cost Recovery
Lower Hall - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Lower Hall - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Lower Hall - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Lower Hall - function	per hour	\$47.00	\$50.00	Yes	Partial Cost Recovery
Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Centres - Belrose Community Centre					
Concession	per hour	\$9.10	\$9.60	Yes	Partial Cost Recovery
Not for profit	per hour	\$19.60	\$20.70	Yes	Partial Cost Recovery
Hire fee	per hour	\$30.20	\$31.90	Yes	Partial Cost Recovery
Function	per hour	\$54.00	\$58.00	Yes	Partial Cost Recovery
Belrose Children's Centre rate	per hour	\$10.00	\$11.00	No	Partial Cost Recovery
Community Centres - Bilarong Community Hall					
Bilarong Community Hall - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Bilarong Community Hall - not for profit	per hour	\$25.90	\$27.40	Yes	Partial Cost Recovery
Bilarong Community Hall - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Bilarong Community Hall - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Bilarong Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Bilarong Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Bilarong Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Community Centres - Brookvale Community Centre					
North and South Halls - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
North and South Halls - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
North and South Halls - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
North and South Halls - function	per hour	\$47.00	\$50.00	Yes	Partial Cost Recovery
North Hall - Community Northern Beaches	per week	\$153.00	\$162.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
West Hall - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
West Hall - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
West Hall - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
West Hall - Community Northern Beaches	per week	\$88.00	\$93.00	Yes	Partial Cost Recovery
Community Centres - Collaroy Plateau Progress Hall					
Collaroy Plateau Community Kindergarten rate	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Community Centres - Collaroy Plateau Youth & Community Centre					
Concession	per hour	\$9.60	\$10.10	Yes	Partial Cost Recovery
Not-for-profit	per hour	\$20.70	\$21.90	Yes	Partial Cost Recovery
Hire fee	per hour	\$31.80	\$33.60	Yes	Partial Cost Recovery
Function	per hour	\$58.00	\$62.00	Yes	Partial Cost Recovery
Railway Modellers	per week	\$132.00	\$140.00	Yes	Partial Cost Recovery
Community Centres - Collaroy Swim Club					
Concession	per hour	\$9.60	\$10.10	Yes	Partial Cost Recovery
Not for profit	per hour	\$20.70	\$21.90	Yes	Partial Cost Recovery
Hire fee	per hour	\$31.80	\$33.60	Yes	Partial Cost Recovery
Function	per hour	\$58.00	\$62.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Centres - Cromer Community Centre					
Main Hall - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Lounge - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Lounge - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Lounge - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Lounge - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Art & Craft Room - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Art & Craft Room - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Art & Craft Room - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Art & Craft Room - function	per hour	\$47.00	\$50.00	Yes	Partial Cost Recovery
Board Room - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Board Room - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Board Room - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Board Room - Community rate	per week	\$143.00	\$152.00	Yes	Partial Cost Recovery
Gallery - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Gallery - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Gallery - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Office /Meeting Rooms - concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Office /Meeting Rooms - not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Office /Meeting Rooms - hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery
Office /Meeting Rooms - per week	per week	\$317.00	\$335.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Main Hall and Gallery - Northern Beaches Council Vacation Care rate	per hour	\$21.00	\$23.00	No	Partial Cost Recovery
External showers / toilet	per season	\$456.00	\$482.00	Yes	Partial Cost Recovery
Community Centres - Curl Curl Sports Centre					
Concession	per hour	\$9.60	\$10.10	Yes	Partial Cost Recovery
Not for profit	per hour	\$20.70	\$21.90	Yes	Partial Cost Recovery
Hire fee	per hour	\$31.80	\$33.60	Yes	Partial Cost Recovery
Function	per hour	\$58.00	\$62.00	Yes	Partial Cost Recovery
Manly Warringah Netball Association rate	per hour	\$6.00	\$7.00	Yes	Partial Cost Recovery
Community Centres - Curl Curl Youth & Community Centre					
Main Hall - concession	per hour	\$16.10	\$17.00	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$34.70	\$36.60	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$53.40	\$56.40	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$96.00	\$102.00	Yes	Partial Cost Recovery
Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Centres - Elanora Heights Community Centre					
Main Hall - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Main Hall - Elanora Heights Community Preschool rate	per hour	\$15.00	\$16.00	Yes	Partial Cost Recovery
Community Centres - Forest Community Arts Centre					
Heather Flawith Meeting Room - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Heather Flawith Meeting Room - not for profit	per hour	\$16.90	\$17.90	Yes	Partial Cost Recovery
Heather Flawith Meeting Room - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Heather Flawith Meeting Room - function	per hour	\$47.00	\$50.00	Yes	Partial Cost Recovery
Classrooms/Studio - concession	per hour	\$6.90	\$7.30	Yes	Partial Cost Recovery
Classrooms/Studio - not for profit	per hour	\$14.80	\$15.60	Yes	Partial Cost Recovery
Classrooms/Studio - hire fee	per hour	\$22.70	\$24.00	Yes	Partial Cost Recovery
Classrooms/Studio - function	per hour	\$41.00	\$44.00	Yes	Partial Cost Recovery
Lorikeet Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Lorikeet Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Lorikeet Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Pottery Room - concession	per hour	\$6.90	\$7.30	Yes	Partial Cost Recovery
Pottery Room - not for profit	per hour	\$14.80	\$15.60	Yes	Partial Cost Recovery
Pottery Room - hire fee	per hour	\$22.70	\$24.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Centres - Forest Youth Centre - Yoyos					
Concession	per hour	\$9.10	\$9.60	Yes	Partial Cost Recovery
Not for profit	per hour	\$19.60	\$20.70	Yes	Partial Cost Recovery
Hire fee	per hour	\$30.20	\$31.90	Yes	Partial Cost Recovery
Function	per hour	\$54.00	\$58.00	Yes	Partial Cost Recovery
Community Centres - Forestville Community Hall					
Concession	per hour	\$9.60	\$10.10	Yes	Partial Cost Recovery
Not for profit	per hour	\$20.70	\$21.90	Yes	Partial Cost Recovery
Hire fee	per hour	\$31.80	\$33.60	Yes	Partial Cost Recovery
Function	per hour	\$58.00	\$62.00	Yes	Partial Cost Recovery
Workshop	per week	\$70.00	\$74.00	Yes	Partial Cost Recovery
Northern Beaches Council Vacation Care rate	per hour	\$21.00	\$23.00	No	Partial Cost Recovery
Community Centres - Forestville Memorial Hall					
Concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery
Function	per hour	\$82.00	\$87.00	Yes	Partial Cost Recovery
Meeting Room 2/Kitchen - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Meeting Room 2/Kitchen - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Meeting Room 2/Kitchen - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Computer Pals rate	per week	\$98.00	\$104.00	Yes	Partial Cost Recovery
Warringah Aquatic Centre rate	per hour	\$31.00	\$33.00	No	Partial Cost Recovery
Community Centres - Forestville Seniors Citizen Centre					
Main Hall - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Office - Early Education rate (two offices)	per office per week	\$99.00	\$105.00	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Forest Room - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Forest Room - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Forest Room - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Forest Room - function	per hour	\$47.00	\$50.00	Yes	Partial Cost Recovery
Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Community Centres - Griffith Park Sports Facility					
Community Room - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Community Room - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Community Room - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Centres - Harbord Literary Institute					
Main Hall - concession	per hour	\$9.60	\$10.10	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$20.70	\$21.90	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$31.80	\$33.60	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$58.00	\$62.00	Yes	Partial Cost Recovery
Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Main Hall/Meeting Room - Harbord Community Kindergarten rate	per hour	\$16.00	\$17.00	Yes	Partial Cost Recovery
Community Centres - Lionel Watts Sports and Community Centre					
Concession	per hour	\$9.10	\$9.60	Yes	Partial Cost Recovery
Not for profit	per hour	\$19.60	\$20.70	Yes	Partial Cost Recovery
Hire fee	per hour	\$30.20	\$31.90	Yes	Partial Cost Recovery
Function	per hour	\$54.00	\$58.00	Yes	Partial Cost Recovery
Community Centres - Manly Seniors Centre					
Hall - concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Hall - not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Hall - hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery
Hall - function	per hour	\$82.00	\$87.00	Yes	Partial Cost Recovery
Activity Room - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Activity Room - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Activity Room - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Activity Room - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Computer Pals Rate	per week	\$30.00	\$32.00	Yes	Partial Cost Recovery
Community Centres - Manly Vale Community Centres					
Concession	per hour	\$9.60	\$10.10	Yes	Partial Cost Recovery
Not for profit	per hour	\$20.70	\$21.90	Yes	Partial Cost Recovery
Hire fee	per hour	\$31.80	\$33.60	Yes	Partial Cost Recovery
Function	per hour	\$58.00	\$62.00	Yes	Partial Cost Recovery
Manly Vale Community Kindergarten rate	per hour	\$13.00	\$14.00	Yes	Partial Cost Recovery
Northern Beaches Council Vacation Care rate	per hour	\$21.00	\$23.00	No	Partial Cost Recovery
Warringah Print Workshop	per week	\$184.00	\$195.00	Yes	Partial Cost Recovery
Community Centres - Manly Youth & Community Centre					
Hall - concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Hall - not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Hall - hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery
Hall - function	per hour	\$82.00	\$87.00	Yes	Partial Cost Recovery
Activity Room - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Activity Room - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Activity Room - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Small Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Small Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Small Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Activity Room - function	per hour	\$47.00	\$49.60	Yes	Partial Cost Recovery
Large Meeting Room - not for profit	per hour	\$20.70	\$21.90	Yes	Partial Cost Recovery
Large Meeting Room - hire fee	per hour	\$31.80	\$33.60	Yes	Partial Cost Recovery
Large Meeting Room - concession	per hour	\$9.60	\$10.10	Yes	Partial Cost Recovery
Community Centres - Mona Vale Memorial Hall					
Main Hall - concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$82.00	\$87.00	Yes	Partial Cost Recovery
Meeting Room - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Meeting Room - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Meeting Room - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Community Centres - Mona Vale Performance Space					
Control Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Control Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Control Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Performance Space Technician Monday to Friday	per hour		\$70.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Performance Space Technician Weekends	per hour		\$90.00	Yes	Partial Cost Recovery
Performance Space - concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Performance Space - not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Performance Space - hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery
Performance Space - function / performance / event	per hour	\$82.00	\$87.00	Yes	Partial Cost Recovery
Community Centres - Narraweena Community Centre					
Main Hall - concession	per hour	\$9.60	\$10.10	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$20.70	\$21.90	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$31.80	\$33.60	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$58.00	\$62.00	Yes	Partial Cost Recovery
East or West Hall - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
East or West Hall - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
East or West Hall - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
East or West Hall - function	per hour	\$47.00	\$50.00	Yes	Partial Cost Recovery
Community Centres - Nelson Heather Centre					
Angophora/Banksia Room - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Angophora/Banksia Room - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Angophora/Banksia Room - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Angophora/Banksia Room - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Waratah Room - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Waratah Room - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Waratah Room - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Peninsula Bridge Club	per annum	\$13,758.00	\$14,529.00	Yes	Partial Cost Recovery
Community Centres - Newport Community Centre					
Large Meeting Room - concession	per hour		\$8.20	Yes	Partial Cost Recovery
Large Meeting Room - hire fee	per hour		\$27.70	Yes	Partial Cost Recovery
Large Meeting Room - not for profit	per hour		\$18.00	Yes	Partial Cost Recovery
Small Meeting Room - concession	per hour		\$5.70	Yes	Partial Cost Recovery
Small Meeting Room - hire fee	per hour		\$19.30	Yes	Partial Cost Recovery
Small Meeting Room - not for profit	per hour		\$12.50	Yes	Partial Cost Recovery
Main Hall - concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$82.00	\$87.00	Yes	Partial Cost Recovery
Activity Room 1 & 2- concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Activity Room 1 & 2 - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Activity 1 & 2 - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Activity 1 & 2 - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Tennis Court Hire - Tennis Courts 1 & 2 - court hire	per hour	\$17.00	\$17.40	Yes	Partial Cost Recovery
Tennis Court Hire - Tennis Courts 1 & 2 - coaching rate	per hour	\$22.00	\$24.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Centres - North Balgowlah Community Centre					
Top or Lower Hall - concession	per hour	\$11.20	\$11.80	Yes	Partial Cost Recovery
Top or Lower Hall - not for profit	per hour	\$18.40	\$19.40	Yes	Partial Cost Recovery
Top or Lower Hall - hire fee	per hour	\$29.00	\$30.60	Yes	Partial Cost Recovery
Lower Hall - function	per hour	\$52.00	\$55.00	Yes	Partial Cost Recovery
Craft Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Craft Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Craft Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Community Centres - North Curl Curl Community Centre					
Hall - concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Hall - not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Hall - hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery
Hall - function	per hour	\$82.00	\$87.00	Yes	Partial Cost Recovery
Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Community Centres - North Narrabeen Community & Tennis Centre					
Main Hall - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Main Hall - function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Main Hall - Elanora Players rehearsal rate	per hour	\$11.00	\$12.00	Yes	Partial Cost Recovery
Main Hall and Middle Hall - Elanora Players production rate	per day	\$75.00	\$80.00	Yes	Partial Cost Recovery
Middle Hall - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Middle Hall - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Middle Hall - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Middle Hall - Narrabeen Community Kindergarten rate	per hour	\$10.00	\$11.00	Yes	Partial Cost Recovery
Small Hall - concession	per hour	\$7.80	\$8.20	Yes	Partial Cost Recovery
Small Hall - not for profit	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Small Hall - hire fee	per hour	\$26.20	\$27.70	Yes	Partial Cost Recovery
Small Hall - Narrabeen Community Kindergarten rate	per hour	\$9.00	\$10.00	Yes	Partial Cost Recovery
Tennis Court Hire - Tennis Courts 1 & 2 - court hire	per hour	\$17.00	\$18.00	Yes	Partial Cost Recovery
Tennis Court Hire - Tennis Courts 1 & 2 - coaching rate	per hour	\$22.00	\$24.00	Yes	Partial Cost Recovery
Community Centres - Oxford Falls Peace Park					
Concession	per hour	\$9.10	\$9.60	Yes	Partial Cost Recovery
Not for profit	per hour	\$19.60	\$20.70	Yes	Partial Cost Recovery
Hire fee	per hour	\$30.20	\$31.90	Yes	Partial Cost Recovery
Function	per hour	\$54.00	\$58.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Centres - Seaforth Community Centre					
Concession	per hour	\$17.90	\$18.90	Yes	Partial Cost Recovery
Not for profit	per hour	\$38.40	\$40.60	Yes	Partial Cost Recovery
Hire fee	per hour	\$59.70	\$63.00	Yes	Partial Cost Recovery
Function	per hour	\$105.00	\$111.00	Yes	Partial Cost Recovery
Seaforth Primary OSHCare rate	per hour	\$29.00	\$31.00	Yes	Partial Cost Recovery
Community Centres - Seaforth Oval Sporting & Community Pavilion					
Concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery
Function	per hour	\$82.00	\$87.00	Yes	Partial Cost Recovery
Community Centres - Seaforth Village Community Centre					
Concession	per hour	\$9.60	\$10.10	Yes	Partial Cost Recovery
Not for profit	per hour	\$20.70	\$21.90	Yes	Partial Cost Recovery
Hire fee	per hour	\$31.80	\$33.60	Yes	Partial Cost Recovery
Function	per hour	\$58.00	\$62.00	Yes	Partial Cost Recovery
Community Centres - Ted Blackwood Narrabeen Youth and Community Centre					
Main Hall - concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$82.00	\$87.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Centres - Terrey Hills Community Centre					
Main Hall - concession	per hour	\$9.10	\$9.60	Yes	Partial Cost Recovery
Main Hall - not for profit	per hour	\$19.60	\$20.70	Yes	Partial Cost Recovery
Main Hall - hire fee	per hour	\$30.20	\$31.90	Yes	Partial Cost Recovery
Main Hall - function	per hour	\$54.00	\$58.00	Yes	Partial Cost Recovery
Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Helen Coleman Room - Computer Pals rate	per week	\$99.00	\$105.00	Yes	Partial Cost Recovery
Radio Northern Beaches	per month	\$1,195.00	\$1,262.00	Yes	Partial Cost Recovery
Community Centres - Tramshed Community Arts Centre					
Tramshed Hall - concession	per hour	\$9.10	\$9.60	Yes	Partial Cost Recovery
Tramshed Hall - not for profit	per hour	\$19.60	\$20.70	Yes	Partial Cost Recovery
Tramshed Hall - hire fee	per hour	\$30.20	\$31.90	Yes	Partial Cost Recovery
Tramshed Hall - function	per hour	\$54.00	\$58.00	Yes	Partial Cost Recovery
Berry Hall - concession	per hour	\$11.90	\$12.60	Yes	Partial Cost Recovery
Berry Hall - not for profit	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Berry Hall - hire fee	per hour	\$39.80	\$42.00	Yes	Partial Cost Recovery
Berry Hall- function	per hour	\$71.00	\$75.00	Yes	Partial Cost Recovery
Lakeview Hall - concession	per hour	\$13.70	\$14.50	Yes	Partial Cost Recovery
Lakeview Hall - not for profit	per hour	\$29.60	\$31.30	Yes	Partial Cost Recovery
Lakeview Hall - hire fee	per hour	\$45.50	\$48.10	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Lakeview Hall - function	per hour	\$82.00	\$87.00	Yes	Partial Cost Recovery
Lakeside Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Lakeside Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Lakeside Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Pottery Room - concession	per hour	\$6.90	\$7.30	Yes	Partial Cost Recovery
Pottery Room - not for profit	per hour	\$14.80	\$15.60	Yes	Partial Cost Recovery
Pottery Room - hire fee	per hour	\$22.80	\$24.10	Yes	Partial Cost Recovery
Tramshed Meeting Room - concession	per hour	\$5.40	\$5.70	Yes	Partial Cost Recovery
Tramshed Meeting Room - not for profit	per hour	\$11.80	\$12.50	Yes	Partial Cost Recovery
Tramshed Meeting Room - hire fee	per hour	\$18.30	\$19.30	Yes	Partial Cost Recovery
Computer Pals rate	per week	\$132.00	\$140.00	Yes	Partial Cost Recovery
Community Development Fees					
Odawara Sister City fees	per item	At cost	At cost	Yes	Full Cost Recovery
Social media promotion fee	per promotion	At Cost	At Cost	Yes	Full Cost Recovery
Community Development Fees: Beverage and Snack Sales					
Snack sales (chips etc.) at events	per item	\$1.10	\$1.20	Yes	Full Cost Recovery
Snack sales (chips etc.) at events	per item	\$1.10	\$1.20	Yes	Partial Cost Recovery
Drink sales at events	per item	\$2.30	\$2.40	Yes	Full Cost Recovery
Drink sales at events	per item	\$2.30	\$2.40	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Development Fees: Community Events/Activities					
Minor scale event - community benefit event	per entry	Zero	Zero	Yes	Zero Cost Recovery
Minor scale event - small scale event	per entry	\$5.00	\$5.00	Yes	Partial Cost Recovery
Minor scale event	per entry	\$10.00	\$10.00	Yes	Partial Cost Recovery
Minor scale event - other	per entry	\$15.00	\$15.00	Yes	Partial Cost Recovery
Medium scale event	per entry	\$20.00	\$20.00	Yes	Partial Cost Recovery
Medium scale event - other	per entry	\$25.00	\$25.00	Yes	Partial Cost Recovery
Large scale or complex event	per entry	\$30.00	\$31.70	Yes	Partial Cost Recovery
Large scale or complex event - other	per entry	\$35.00	\$35.00	Yes	Partial Cost Recovery
Major scale event / small workshop	per entry	\$40.00	\$40.00	Yes	Partial Cost Recovery
Major scale event / small workshop - other	per entry	\$50.00	\$50.00	Yes	Partial Cost Recovery
Team entry to event e.g. 24/7 film festival, band competitions	per entry	\$50.00	\$50.00	Yes	Partial Cost Recovery
Community Development Fees: Equipment Hire					
Rental of Council equipment (safety barrier, PA, lighting etc.) - Not for profit	per item per day	\$15.00	\$15.00	Yes	Partial Cost Recovery
Rental of Council equipment (safety barrier, PA, lighting etc.) - Commercial	per item per day	\$30.00	\$30.00	Yes	Partial Cost Recovery
Community Development Fees: General					
Large workshop	per workshop	\$10.00	\$10.00	Yes	Partial Cost Recovery
Conference (small)	per conference	\$20.00	\$20.00	Yes	Partial Cost Recovery
Conference (large)	per conference	\$30.00	\$30.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Community Development Fees: Merchandise Sales					
Small items e.g. DVD	per item	\$5.00	\$5.00	Yes	Full Cost Recovery
Small items e.g. DVD	per item	\$5.00	\$5.00	Yes	Partial Cost Recovery
Medium items e.g. t-shirts	per item	\$10.00	\$10.00	Yes	Full Cost Recovery
Medium items e.g. t-shirts	per item	\$10.00	\$10.00	Yes	Partial Cost Recovery
Glen Street Theatre - Box Office - Ticket Sales					
Glen Street Theatre presents - ticket prices	per ticket	\$0 - \$220 Price is set by a case-by case assessment of: the cost of service delivery, market competition, and the ability to attract adequate usage of the service.	\$0 - \$220 Price is set by a case-by case assessment of: the cost of service delivery, market competition, and the ability to attract adequate usage of the service.	Yes	Market Based Pricing
Groups 19+ booking deposit	per booking	\$100 upfront payment	\$100 upfront payment	No	Market Based Pricing
Northern Beaches Council staff tickets and Strategic Reference Group members	per ticket	\$0 - \$220 Price is set by a case-by case assessment of: the cost of service delivery, market competition, and the ability to attract adequate usage of the service.	\$0 - \$220 Price is set by a case-by case assessment of: the cost of service delivery, market competition, and the ability to attract adequate usage of the service.	Yes	Market Based Pricing
Special Event - members/concession/ groups	per ticket	\$0 - \$220 Price is set by a case-by case assessment of: the cost of service delivery, market competition, and the ability to attract adequate usage of the service.	\$0 - \$220 Price is set by a case-by case assessment of: the cost of service delivery, market competition, and the ability to attract adequate usage of the service.	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Glen Street Theatre - Box Office - Ticketing					
Mass Communication - Text	per item	Cost plus 10%	Cost plus 10%	Yes	Rate of Return Pricing (IRR)
Glen Street Theatre - Box Office - Ticketing - (i) 1 July - 31 December					
Booking fees - tickets \$0.00 (complimentary)	per ticket	\$2.20	\$2.20	Yes	Market Based Pricing
Booking fees - tickets \$0.01 - \$20.00	per ticket	\$2.50	\$2.50	Yes	Market Based Pricing
Booking fees - tickets \$20.01 - \$30.00	per ticket	\$3.50	\$3.50	Yes	Market Based Pricing
Booking fees - tickets \$30.01 - \$40.00	per ticket	\$5.50	\$5.50	Yes	Market Based Pricing
Booking fees - tickets \$40.01 - \$50.00	per ticket	\$6.50	\$6.50	Yes	Market Based Pricing
Booking fees - tickets \$50.01 and above	per ticket	\$7.50	\$7.50	Yes	Market Based Pricing
Hirer promotion codes	per code	\$77.00	\$77.00	Yes	Market Based Pricing
Hirer show reschedule/cancellation fee	per ticket	\$6.80	\$6.80	Yes	Market Based Pricing
Hirer ticket build amendment fee	per change / amendment	\$54.60	\$54.60	Yes	Market Based Pricing
SMS delivery fee	per SMS		\$0.20	Yes	Full Cost Recovery
Postage fee	per booking	\$2.20	\$2.20	Yes	Full Cost Recovery
Postage fee - 125g +	per booking	\$3.40	\$4.00	Yes	Full Cost Recovery
Transaction fee - internet	per booking	\$5.50	\$5.50	Yes	Market Based Pricing
Transaction fee - phone	per booking	\$6.50	\$6.50	Yes	Market Based Pricing
Transaction fee - counter	per booking	\$6.50	\$6.50	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Glen Street Theatre - Box Office - Ticketing - (ii) 1 January - 30 June					
Booking fees - tickets \$0.00 (complimentary)	per ticket	\$2.20	\$2.20	Yes	Market Based Pricing
Booking fees - tickets \$0.01 - \$20.00	per ticket	\$2.50	\$2.50	Yes	Market Based Pricing
Booking fees - tickets \$20.01 - \$30.00	per ticket	\$3.50	\$3.50	Yes	Market Based Pricing
Booking fees - tickets \$30.01 - \$40.00	per ticket	\$5.50	\$5.50	Yes	Market Based Pricing
Booking fees - tickets \$40.01 - \$50.00	per ticket	\$6.50	\$6.50	Yes	Market Based Pricing
Booking fees - tickets \$50.01 and above	per ticket	\$7.50	\$7.50	Yes	Market Based Pricing
Hirer promotion codes	per code	\$77.00	\$77.00	Yes	Market Based Pricing
Hirer show reschedule/cancellation fee	per ticket	\$6.80	\$6.80	Yes	Market Based Pricing
Hirer ticket build amendment fee	per change / amendment	\$54.60	\$54.60	Yes	Market Based Pricing
SMS delivery fee	per SMS		\$0.20	Yes	Full Cost Recovery
Postage fee	per booking	\$2.20	\$2.20	Yes	Full Cost Recovery
Postage fee - 125g +	per booking	\$3.40	\$4.00	Yes	Full Cost Recovery
Transaction fee - internet	per booking	\$5.50	\$5.50	Yes	Market Based Pricing
Transaction fee - phone	per booking	\$6.50	\$6.50	Yes	Market Based Pricing
Transaction fee - counter	per booking	\$6.50	\$6.50	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Glen Street Theatre - Catering					
Bar sales	each	Market based pricing	Market based pricing	Yes	Market Based Pricing
Bar sales transaction fee	each		0.5% fee as applied by Point of Sale system	Yes	Full Cost Recovery
Catering Rider	per instance	Cost plus 10%	Cost plus 20%	Yes	Rate of Return Pricing (IRR)
Glen Street Theatre - Equipment Hire - Audio					
CD Player	per day	\$47.60	\$25.00	Yes	Market Based Pricing
CD Player	per week	\$190.00	\$100.00	Yes	Market Based Pricing
Comms Unit Wired (inc Headset)	per day	\$40.70	\$20.00	Yes	Market Based Pricing
Comms Unit Wired (inc Headset)	per week	\$163.00	\$80.00	Yes	Market Based Pricing
Comms Unit Wireless (inc Headset)	per day		\$60.00	Yes	Market Based Pricing
Comms Unit Wireless (inc Headset)	per week		\$240.00	Yes	Market Based Pricing
Di's	per day	\$14.30	\$10.00	Yes	Market Based Pricing
Di's	per week	\$53.60	\$40.00	Yes	Market Based Pricing
Microphone - Condenser (Wired)	per day	\$46.40	\$20.00	Yes	Market Based Pricing
Microphone - Condenser (Wired)	per week	\$184.00	\$80.00	Yes	Market Based Pricing
Microphone - Handheld/Lapel (Wireless)	per day	\$92.00	\$92.00	Yes	Market Based Pricing
Microphone - Handheld/Lapel (Wireless)	per week	\$368.00	\$368.00	Yes	Market Based Pricing
Microphone - Headset/Instrument (Wireless)	per day	\$102.00	\$102.00	Yes	Market Based Pricing
Microphone - Headset/Instrument (Wireless)	per week	\$406.00	\$406.00	Yes	Market Based Pricing
Microphone - Standard (Wired)	per day	\$20.90	\$18.00	Yes	Market Based Pricing
Microphone - Standard (Wired)	per week	\$80.00	\$72.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Monitor - Foldback	per day	\$66.00	\$60.00	Yes	Market Based Pricing
Monitor - Foldback	per week	\$259.00	\$240.00	Yes	Market Based Pricing
PA - Small	per day	\$85.00	\$200.00	Yes	Market Based Pricing
PA - Small	per week		\$800.00	Yes	Market Based Pricing
PA - Medium	per day	\$140.00	\$260.00	Yes	Market Based Pricing
PA - Medium	per week		\$1,040.00	Yes	Market Based Pricing
PA - Large	per day	\$210.00	\$320.00	Yes	Market Based Pricing
PA - Large	per week		\$1,280.00	Yes	Market Based Pricing
Sound Desk - Analog	per day	\$43.30	\$43.30	Yes	Market Based Pricing
Sound Desk - Analog	per week	\$172.00	\$172.00	Yes	Market Based Pricing
Sound Desk - Digital	per day	\$112.00	\$250.00	Yes	Market Based Pricing
Sound Desk - Digital	per week	\$444.00	\$1,000.00	Yes	Market Based Pricing
Band Microphone stands Kit	per day		\$133.00	Yes	Market Based Pricing
Band Microphone stands Kit	per week		\$532.00	Yes	Market Based Pricing
Band Microphone Kit	per day		\$284.00	Yes	Market Based Pricing
Band Microphone Kit	per week		\$1,136.00	Yes	Market Based Pricing
Microphone Stand	per day		\$7.00	Yes	Market Based Pricing
Microphone Stand	per week		\$28.00	Yes	Market Based Pricing
Microphone Stand - Table	per day		\$4.00	Yes	Market Based Pricing
Microphone Stand - Table	per week		\$12.00	Yes	Market Based Pricing
Multitrack audio record	per recording		\$225.00	Yes	Market Based Pricing
Stereo audio archival recording	per recording		\$65.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Glen Street Theatre - Equipment Hire - AV					
AV Package A - Small - Does not include operation labour	per day		\$713.00	Yes	Market Based Pricing
AV Package A - Small - Does not include operation labour	per week		\$2,852.00	Yes	Market Based Pricing
AV Package B - Medium - Does not include operation labour	per day		\$1,157.00	Yes	Market Based Pricing
AV Package B - Medium - Does not include operation labour	per week		\$4,628.00	Yes	Market Based Pricing
Cloud Store Data Storage 20T	per day		\$100.00	Yes	Market Based Pricing
Cloud Store Data Storage 20T	per week		\$400.00	Yes	Market Based Pricing
Dance Package - Does not include operation labour	per week		\$1,703.00	Yes	Market Based Pricing
Dance Package - Does not include operation labour	per week		\$6,812.00	Yes	Market Based Pricing
Lectern and Microphone	per day	\$50.00	\$50.00	Yes	Market Based Pricing
Lectern and Microphone	per week	\$250.00	\$250.00	Yes	Market Based Pricing
MacBook Pro 13"	per day	\$106.00	\$120.00	Yes	Market Based Pricing
MacBook Pro 13"	per week	\$423.00	\$480.00	Yes	Market Based Pricing
MacBook Pro 16"	per day	\$159.00	\$130.00	Yes	Market Based Pricing
MacBook Pro 16"	per week	\$634.00	\$520.00	Yes	Market Based Pricing
Presentation AV Package - includes data projector, lectern and microphone or radio mic, laptop, in house PA system, standard lighting rig, tabs and screen. Operator is extra	per day	\$380.00	\$380.00	Yes	Market Based Pricing
Presentation AV Package - includes data projector, lectern and microphone or radio mic, laptop, in house PA system, standard lighting rig, tabs and screen. Operator is extra	per week	\$1,900.00	\$1,900.00	Yes	Market Based Pricing
Projector - Presentation	per day	\$80.00	\$80.00	Yes	Market Based Pricing
Projector - Presentation	per week	\$317.00	\$317.00	Yes	Market Based Pricing
QLab Computer Server	per day		\$150.00	Yes	Market Based Pricing
QLab Computer Server	per week		\$600.00	Yes	Market Based Pricing
USB - Thumb drive	per item	Cost plus 10%	Cost plus 10%	Yes	Rate of Return Pricing (IRR)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Glen Street Theatre - Equipment Hire - Lighting					
Battery Powered Up-Lights - Pack of 6	per day		\$120.00	Yes	Market Based Pricing
Battery Powered Up-Lights - Pack of 6	per week		\$480.00	Yes	Market Based Pricing
Followspots (each)	per day	\$83.00	\$83.00	Yes	Market Based Pricing
Followspots (each)	per week	\$326.00	\$326.00	Yes	Market Based Pricing
Hazer - C02	per day	\$85.00	\$85.00	Yes	Market Based Pricing
Hazer - C02	per week	\$335.00	\$335.00	Yes	Market Based Pricing
Hazer - standard	per day	\$59.00	\$59.00	Yes	Market Based Pricing
Hazer - standard	per week	\$233.00	\$233.00	Yes	Market Based Pricing
Intelligent Light Package A - excludes staff to operate	per day	\$376.00	\$376.00	Yes	Market Based Pricing
Intelligent Light Package A - excludes staff to operate package	per week	\$1,503.70	\$1,503.70	Yes	Market Based Pricing
Intelligent Light Package B - excludes staff to operate package	per day	\$752.00	\$752.00	Yes	Market Based Pricing
Intelligent Light Package B - excludes staff to operate package	per week	\$3,007.40	\$3,007.40	Yes	Market Based Pricing
Intelligent Light Package C - excludes staff to operate package	per day	\$1,128.00	\$1,128.00	Yes	Market Based Pricing
Intelligent Light Package C - excludes staff to operate package	per week	\$4,511.00	\$4,511.00	Yes	Market Based Pricing
LED Colour Strip Light	per day		\$45.00	Yes	Market Based Pricing
LED Colour Strip Light	per week		\$180.00	Yes	Market Based Pricing
Light - Conventional	per day		\$15.00	Yes	Market Based Pricing
Light - Conventional	per week		\$60.00	Yes	Market Based Pricing
Lighting Desk	per day	\$117.00	\$250.00	Yes	Market Based Pricing
Lighting Desk	per week	\$452.00	\$1,000.00	Yes	Market Based Pricing
Mirror ball	per day	\$25.10	\$25.10	Yes	Market Based Pricing
Mirror ball	per week	\$98.00	\$98.00	Yes	Market Based Pricing
Moving Profile Light	per day		\$150.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Moving Profile Light	per week		\$600.00	Yes	Market Based Pricing
Moving Wash Light	per day		\$100.00	Yes	Market Based Pricing
Moving Wash Light	per week		\$400.00	Yes	Market Based Pricing
Glen Street Theatre - Equipment Hire - Staging					
Dance Tarkett	per day	\$120.00	\$120.00	Yes	Market Based Pricing
Drum Carpet	per day		\$6.00	Yes	Market Based Pricing
Dance Tarkett	per week	\$480.00	\$480.00	Yes	Market Based Pricing
Drum Carpet	per week		\$24.00	Yes	Market Based Pricing
Music Stand (includes sconce light where required)	per day	\$10.00	\$10.00	Yes	Market Based Pricing
Music Stand (includes sconce light where required)	per week		\$40.00	Yes	Market Based Pricing
Piano - does not include tuning	per day	\$130.00	\$130.00	Yes	Market Based Pricing
Piano - does not include tuning	per week	\$515.00	\$515.00	Yes	Market Based Pricing
Piano Tuning	per request	Cost plus 10%	Cost plus 10%	Yes	Market Based Pricing
Rostrum - adjustable height	per day	\$66.00	\$66.00	Yes	Market Based Pricing
Rostrum - adjustable height	per week	\$271.00	\$271.00	Yes	Market Based Pricing
Stage Curtain - black scrim	per day	\$68.00	\$68.00	Yes	Market Based Pricing
Stage Curtain - black scrim	per week	\$271.00	\$271.00	Yes	Market Based Pricing
Stage Curtain - white cyclorama	per day	\$68.00	\$68.00	Yes	Market Based Pricing
Stage Curtain - white cyclorama	per week	\$271.00	\$271.00	Yes	Market Based Pricing
Trestle table - clothed	per table	\$7.80	\$7.80	Yes	Market Based Pricing
Trestle table - unclothed	per table	\$5.30	\$5.30	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Glen Street Theatre - Equipment Hire - Vision					
Camera - extra unit on base package	per day	\$103.00	\$103.00	Yes	Market Based Pricing
Camera - extra unit on base package	per week	\$410.00	\$410.00	Yes	Market Based Pricing
Camera Accessories - Gimbal and camera	per day	\$169.00	\$169.00	Yes	Market Based Pricing
Camera Accessories - Gimbal and camera	per week	\$676.00	\$676.00	Yes	Market Based Pricing
Camera Base package	per day	\$257.00	\$257.00	Yes	Market Based Pricing
Camera Base package	per week	\$1,027.00	\$1,027.00	Yes	Market Based Pricing
Camera Complete package	per day	\$827.00	\$827.00	Yes	Market Based Pricing
Camera Complete package	per week	\$3,308.00	\$3,308.00	Yes	Market Based Pricing
Event Recording - 2 x fixed cameras, audio feed, no editing. This service requires an operator for the show call which will be an additional charge at the published hourly rate.	per event	\$300.00	\$300.00	Yes	Market Based Pricing
Main Auditorium Multi Screen and Projector package	per day		\$496.00	Yes	Market Based Pricing
Main Auditorium Multi Screen and Projector package	per week		\$1,984.00	Yes	Market Based Pricing
Main Auditorium Screen and Projector package	per day		\$384.00	Yes	Market Based Pricing
Main Auditorium Screen and Projector package	per week		\$1,536.00	Yes	Market Based Pricing
Monitor - AV	per day	\$20.00	\$20.00	Yes	Market Based Pricing
Monitor - AV	per week	\$100.00	\$100.00	Yes	Market Based Pricing
Multi Screen monitor package	per day		\$60.00	Yes	Market Based Pricing
Multi Screen monitor package	per week		\$240.00	Yes	Market Based Pricing
Projector - 15,000 Lumen	per day	\$234.00	\$234.00	Yes	Market Based Pricing
Projector - 15,000 Lumen	per week	\$934.00	\$934.00	Yes	Market Based Pricing
Screens - auditorium side screens	per day	\$112.00	\$112.00	Yes	Market Based Pricing
Screens - auditorium side screens	per week	\$448.00	\$448.00	Yes	Market Based Pricing
Sorlies Vision Package - LCD - Does not include operation labour	per day		\$487.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Sorlies Vision Package - LCD - Does not include operation labour	per week		\$1,948.00	Yes	Market Based Pricing
Sorlies Vision Package - Projection - Does not include operation labour	per day		\$1,757.00	Yes	Market Based Pricing
Sorlies Vision Package - Projection - Does not include operation labour	per week		\$7,028.00	Yes	Market Based Pricing
Video Recorder Mini	per day		\$50.00	Yes	Market Based Pricing
Video Recorder Mini	per week		\$200.00	Yes	Market Based Pricing
Vision Signal Converter	per day		\$10.00	Yes	Market Based Pricing
Vision Signal Converter	per week		\$40.00	Yes	Market Based Pricing
Vision Switcher	per day		\$100.00	Yes	Market Based Pricing
Vision Switcher	per week		\$400.00	Yes	Market Based Pricing
Wireless HDMI Kit	per day		\$30.00	Yes	Market Based Pricing
Wireless HDMI Kit	per week		\$120.00	Yes	Market Based Pricing
Wireless SDI Kit	per day		\$30.00	Yes	Market Based Pricing
Wireless SDI Kit	per week		\$120.00	Yes	Market Based Pricing
Glen Street Theatre - Marketing - (i) - 1 July - 31 December					
Feature Article in Newsletter EDM	per article	\$373.00	\$373.00	Yes	Market Based Pricing
Targeted EDM	per publication	\$659.00	\$659.00	Yes	Market Based Pricing
Print and display charge - Carpark (subject to availability)	per banner	\$500.00	\$528.00	Yes	Market Based Pricing
Display charge - Foyer - Up to 6 x A3 poster display in theatre vicinity (subject to availability)	per campaign	\$30.00	\$30.00	Yes	Market Based Pricing
Display charge - Foyer - Up to 500 DL flyer display (subject to availability)	per campaign	\$30.00	\$30.00	Yes	Market Based Pricing
Display charge - Foyer - A0 poster (subject to availability)	per poster	\$100.00	\$100.00	Yes	Market Based Pricing
Display Charge - Foyer - Pull up banner (subject to availability)	per poster		\$100.00	Yes	Market Based Pricing
Deduction for special offers	per offer	10%	10%	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Marketing costs recovered	per item	Cost plus 20%	Cost plus 20%	Yes	Rate of Return Pricing (IRR)
Item in Glen Street Theatre printed collateral	per item	\$672.00	Deleted Fee	Yes	Market Based Pricing
Glen Street Theatre - Marketing - (ii) - 1 January - 30 June					
Mandatory Promotion Levy - Commercial	per event		\$350.00	Yes	Market Based Pricing
Mandatory Promotion Levy - Community	per event		\$50.00	Yes	Partial Cost Recovery
Feature Article in Newsletter EDM	per article	\$373.00	\$200.00	Yes	Market Based Pricing
Targeted EDM	per publication	\$659.00	\$350.00	Yes	Market Based Pricing
Print and display charge - Carpark (subject to availability)	per banner	\$500.00	\$528.00	Yes	Market Based Pricing
Display charge - Foyer - Up to 6 x A3 poster display in theatre vicinity (subject to availability)	per campaign	\$30.00	\$30.00	Yes	Market Based Pricing
Display charge - Foyer - Up to 500 DL flyer display (subject to availability)	per campaign	\$30.00	\$30.00	Yes	Market Based Pricing
Display charge - Foyer - A0 poster (subject to availability)	per poster	\$100.00	\$100.00	Yes	Market Based Pricing
Display Charge - Foyer - Pull up banner (subject to availability)	per poster		\$100.00	Yes	Market Based Pricing
Deduction for special offers	per offer	10%	10%	Yes	Market Based Pricing
Marketing costs recovered	per item	Cost plus 20%	Cost plus 20%	Yes	Rate of Return Pricing (IRR)
Item in Glen Street Theatre printed collateral	per item	\$672.00	Deleted Fee	Yes	Market Based Pricing
Glen Street Theatre - Staff - as per Local Government (State) Award Conditions					
Box Office (min three hour call) Monday - Friday	per hour	\$54.00	\$58.00	Yes	Full Cost Recovery
Box Office (min three hour call) Saturday / Sunday	per hour	\$69.00	\$73.00	Yes	Full Cost Recovery
Box Office (min three hour call) Public Holiday	per hour	\$83.00	\$88.00	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Front of House (min three hour call) Monday - Friday	per hour	\$54.00	\$58.00	Yes	Full Cost Recovery
Front of House (min three hour call) Saturday / Sunday	per hour	\$69.00	\$73.00	Yes	Full Cost Recovery
Front of House (min three hour call) Public Holiday	per hour	\$83.00	\$88.00	Yes	Full Cost Recovery
Front of House Supervisor (min three hour call) Monday - Friday	per hour	\$70.00	\$74.00	Yes	Full Cost Recovery
Front of House Supervisor (min three hour call) Saturday / Sunday	per hour	\$88.00	\$93.00	Yes	Full Cost Recovery
Front of House Supervisor (min three hour call) Public Holiday	per hour	\$105.00	\$111.00	Yes	Full Cost Recovery
Security (min five hour call)	per hour	\$53.00	Cost plus 10%	Yes	Full Cost Recovery
Technician - Crew (min three hour call) Monday - Friday	per hour	\$62.00	\$66.00	Yes	Full Cost Recovery
Technician - Crew (min three hour call) Saturday / Sunday	per hour	\$75.00	\$80.00	Yes	Full Cost Recovery
Technician - Crew (min three hour call) Public Holiday	per hour	\$92.00	\$98.00	Yes	Full Cost Recovery
Venue Supervisor (min three hour call) Monday - Friday	per hour		\$74.00	Yes	Full Cost Recovery
Venue Supervisor (min three hour call) Saturday / Sunday	per hour		\$93.00	Yes	Full Cost Recovery
Venue Supervisor (min three hour call) Public Holiday	per hour		\$111.00	Yes	Full Cost Recovery
Technician - Operator (min three hour call) Monday - Friday	per hour	\$70.00	\$74.00	Yes	Full Cost Recovery
Technician - Operator (min three hour call) Saturday / Sunday	per hour	\$88.00	\$93.00	Yes	Full Cost Recovery
Technician - Operator (min three hour call) Public Holiday	per hour	\$105.00	\$111.00	Yes	Full Cost Recovery
Transmission or Recording Allowance	per performance		Payable as per Live Performance Award	No	Full Cost Recovery
Technician - Duty (min three hour call) Monday - Friday	per hour	\$70.00	Deleted Fee	Yes	Full Cost Recovery
Technician - Duty (min three hour call) Public Holiday	per hour	\$105.00	Deleted Fee	Yes	Full Cost Recovery
Technician - Duty (min three hour call) Saturday / Sunday	per hour	\$88.00	Deleted Fee	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Glen Street Theatre - Venue Hire - Cancellation					
0 - 30 days prior to event start date	per event	100% of total venue hire and costs incurred as per venue hire agreement	100% of total venue hire and costs incurred as per venue hire agreement	Yes	Market Based Pricing
31 - 60 days prior to event start date	per event	50% of total venue hire and costs incurred as per venue hire agreement	50% of total venue hire and costs incurred as per venue hire agreement	Yes	Market Based Pricing
61 - 90 days prior to event start date	per event	100% of deposit and costs incurred as per venue hire agreement	Deleted Fee	Yes	Market Based Pricing
90+ days prior to event start date	per event	Costs already incurred as per venue hire agreement	Deleted Fee	Yes	Market Based Pricing
61 - 120 days prior to the event start date	per event		100% of deposit and costs incurred as per venue hire agreement	Yes	Market Based Pricing
120+ days prior to the event start date	per event		Costs already incurred as per venue hire agreement	Yes	Market Based Pricing
Glen Street Theatre - Venue Hire - Commercial - as per Glen Street Theatre Hire Information Guidelines					
Theatre Hire	per week		\$19,340.00	Yes	Full Cost Recovery
Theatre Hire (Friday - Saturday) - Min 5 hr hire	per minimum hire		\$3,650.00	Yes	Full Cost Recovery
Theatre Hire (Friday - Saturday) - Per hr after 5 hr min hire	per hour		\$410.00	Yes	Full Cost Recovery
Theatre Hire (Sunday - Thursday) - Min 5 hr hire	per minimum hire		\$3,290.00	Yes	Full Cost Recovery
Theatre Hire (Sunday - Thursday) - Per hr after 5 hr min hire	per hour		\$395.00	Yes	Full Cost Recovery
Rehearsal Rate - Min 3 hr hire	per hour		\$300.00	Yes	Full Cost Recovery
Crown Room Hire - Max 12 hr per day	per week		\$1,200.00	Yes	Full Cost Recovery
Crown Room Hire - Max 12 hr	per day		\$300.00	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Crown Room Hire - Min 3 hr hire	per hour		\$30.00	Yes	Full Cost Recovery
Foyer Hire - Min 3 hr hire	per hour		\$100.00	Yes	Full Cost Recovery
Sorlies Hire - Min 3 hr hire	per hour		\$30.00	Yes	Full Cost Recovery
Deposit - Venue Hire (All Spaces)	per hire		50% Venue Hire	No	Partial Cost Recovery
Deposit - hires less than a week - commercial	per hire	\$1,146.00	Deleted Fee	No	Full Cost Recovery
Deposit - hires more than a week - commercial	per hire	50% weekly venue hire	Deleted Fee	No	Full Cost Recovery
Multiple performances (2nd or subsequent performances of the same production per day) - commercial	per hire	\$1,455.00	Deleted Fee	Yes	Full Cost Recovery
Room hire - any venue other than the Theatre (calculated to nearest 15mins)	per hour	\$51.40	Deleted Fee	Yes	Partial Cost Recovery
Room hire - any venue other than the Theatre (max 8 hours per day for 7 consecutive days)	per week	\$1,374.00	Deleted Fee	Yes	Partial Cost Recovery
Theatre access time (with stage lighting) - commercial	per hour	\$128.00	Deleted Fee	Yes	Full Cost Recovery
Theatre access time (with work lighting) - commercial	per hour	\$110.00	Deleted Fee	Yes	Full Cost Recovery
Theatre hire - commercial	per week	\$14,026.00	Deleted Fee	Yes	Full Cost Recovery
Theatre Hire - commercial (Friday - Saturday)	per performance	\$3,111.00	Deleted Fee	Yes	Full Cost Recovery
Theatre Hire - commercial (Sunday - Thursday)	per performance	\$2,828.00	Deleted Fee	Yes	Full Cost Recovery
Glen Street Theatre - Venue Hire - Community - as per Glen Street Theatre Hire Information Guidelines					
Theatre Hire	per week		\$12,645.00	Yes	Partial Cost Recovery
Theatre Hire (Friday - Saturday) - Min 5 hr hire	per minimum hire		\$2,390.00	Yes	Partial Cost Recovery
Theatre Hire (Friday - Saturday) - P/hr after 5 hr min hire	per hour		\$310.00	Yes	Partial Cost Recovery
Theatre Hire (Sunday - Thursday) - Min 5 hr hire	per minimum hire		\$2,120.00	Yes	Partial Cost Recovery
Theatre Hire (Sunday - Thursday) - P/hr after 5 hr min hire	per hour		\$295.00	Yes	Partial Cost Recovery
Rehearsal Rate - Min 3 hr hire	per hour		\$165.00	Yes	Partial Cost Recovery
Crown Room Hire - Max 12 hr hire per day	per week		\$1,200.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Crown Room Hire - Max 12 hr hire	per day		\$300.00	Yes	Partial Cost Recovery
Crown Room Hire - Min 3 hr hire	per hour		\$30.00	Yes	Partial Cost Recovery
Foyer Hire - Min 3 hr hire	per hour		\$100.00	Yes	Partial Cost Recovery
Sorlies Hire - Min 3 hr hire	per hour		\$30.00	Yes	Partial Cost Recovery
Deposit - Venue Hire (All Spaces)	per hire		50% Venue Hire	No	Partial Cost Recovery
Theatre Hire - community (Sunday - Thursday)	per performance	\$1,697.00	Deleted Fee	Yes	Partial Cost Recovery
Theatre Hire - community (Friday - Saturday)	per performance	\$1,868.00	Deleted Fee	Yes	Partial Cost Recovery
Theatre hire - community	per week	\$8,418.00	Deleted Fee	Yes	Partial Cost Recovery
Theatre access time (with work lighting) - community	per hour	\$67.00	Deleted Fee	Yes	Partial Cost Recovery
Theatre access time (with stage lighting) - community	per hour	\$77.00	Deleted Fee	Yes	Partial Cost Recovery
Room hire - any venue other than the Theatre (max eight hours per day)	per week	\$1,374.00	Deleted Fee	Yes	Partial Cost Recovery
			Max eight hours per day for seven consecutive days		
Room hire - any venue other than the Theatre	per hour	\$51.40	Deleted Fee	Yes	Partial Cost Recovery
			calculated to nearest 15 min		
Multiple performances (2nd or subsequent performances of the same production per day) - community	per hire	\$874.00	Deleted Fee	Yes	Partial Cost Recovery
Deposit - hires more than a week - community	per hire	50% weekly venue hire	Deleted Fee	No	Partial Cost Recovery
Deposit - hires less than a week - community	per hire	\$1,146.00	Deleted Fee	No	Partial Cost Recovery
Glen Street Theatre - Venue Hire - Miscellaneous					
Additional cleaning - commercial and community	per hour	\$60.00	Cost plus 10%	Yes	Rate of Return Pricing (IRR)
Consumables - extra	per item	Cost plus 20%	Cost plus 20%	Yes	Rate of Return Pricing (IRR)
Consumables - per performance fee	per session	\$72.00	\$77.00	Yes	Full Cost Recovery
Equipment - external hire	per item	Cost plus 10%	Cost plus 10%	Yes	Rate of Return Pricing (IRR)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Equipment - replacement	per item	Cost plus 20%	Cost plus 20%	Yes	Rate of Return Pricing (IRR)
Late Administration Fee - Return of Information outside contract terms. This fee will be imposed every day the requirements are late.	per day	\$50.00	Ticketing, Technical , FOH information is required as per the hire agreement. This fee will be imposed every day the requirements are late \$50.00	Yes	Market Based Pricing
Merchandise - commission	per booking	12.5% of total sales	12.5% of total sales	Yes	Market Based Pricing
Merchandise - flat fee - to be charged where sales to apply merchandise commission cannot be monitored.	per sales point	\$50.00	To be charged where sales to apply merchandise commission cannot be monitored \$50.00	Yes	Market Based Pricing
Storage fee	per instance	To be determined by Glen Street Theatre based on size and period of storage	To be determined by Glen Street Theatre based on size and period of storage	Yes	Full Cost Recovery
Damage	per instance	To be determined by Glen Street Theatre based on cost of repair	To be determined by Glen Street Theatre based on cost of repair	Yes	Full Cost Recovery
Equipment - variation	per item	Discount to be determined by Glen Street Theatre based on venue operational requirement for variation to an item	Discount to be determined by Glen Street Theatre based on venue operational requirement for variation to an item	Yes	Market Based Pricing
Internet Connection	per day		\$80.00	Yes	Full Cost Recovery
Internet Connection	per week		\$320.00	Yes	Full Cost Recovery
Photocopying/Printing - A4 Black and white	per page		\$0.20	Yes	Full Cost Recovery
Photocopying/Printing - A3 Black and white	per page		\$0.40	Yes	Full Cost Recovery
Photocopying/Printing - A4 Colour	per page		\$2.00	Yes	Full Cost Recovery
Photocopying/Printing - A3 Colour	per page		\$3.00	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Manly Art Gallery and Museum					
Gallery admission fee	per person	Free entry	Free entry	Yes	Zero Cost Recovery
Venue hire - community groups, concession	per hour	\$105.00	\$115.00	Yes	Market Based Pricing
Venue hire	per hour	\$150.00	\$160.00	Yes	Market Based Pricing
Venue hire - staff costs (2 staff)	per hour	\$115.00	\$125.00	Yes	Full Cost Recovery
Venue hire - tablecloth dry cleaning	per item		\$10.00	Yes	Full Cost Recovery
Venue hire bond - community groups, concession	per hire		\$500.00	No	Full Cost Recovery
Venue hire bond	per hire		\$1,000.00	No	Full Cost Recovery
Venue hire - floor damage charge	per instance		At cost	Yes	Full Cost Recovery
Venue hire - extra cleaning required	per hour		\$85.00	Yes	Full Cost Recovery
Venue hire - cancellation fee between 3 - 14 days of the event	per instance		50% of venue hire fee	Yes	Partial Cost Recovery
Venue hire - cancellation fee between 2 days or less of the event	per instance		Venue hire fee plus staffing fee	Yes	Partial Cost Recovery
Commission on sales – artist represented by a gallery	per item	20% of sale price (Artist 60%, MAG&M 20%, Commercial Gallery 20%)	20% of sale price (Artist 60%, MAG&M 20%, Commercial Gallery 20%)	Yes	Market Based Pricing
Commission on sales – artist not represented by a gallery	per item	30% of sale price (Artist 70%, MAG&M 30%)	30% of sale price (Artist 70%, MAG&M 30%)	Yes	Partial Cost Recovery
Hire fee for travel exhibitions - small touring exhibitions	per exhibition	\$4,000.00	\$4,000.00	Yes	Partial Cost Recovery
Hire fee for travel exhibitions - medium touring exhibitions	per exhibition	\$7,000.00	\$7,000.00	Yes	Partial Cost Recovery
Hire fee for travel exhibitions - large or complex touring exhibitions	per exhibition	\$10,000.00	\$10,000.00	Yes	Partial Cost Recovery
Collection artwork image use fee	each	\$100.00	\$100.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Meals on Wheels - Food Portions					
Juice	each	\$0.50	\$0.50	No	Full Cost Recovery
Soup	each	\$3.00	\$3.00	No	Full Cost Recovery
Sandwich	each	\$4.60	\$4.60	No	Full Cost Recovery
Salad	each	\$9.00	\$9.00	No	Full Cost Recovery
Petite meal	per meal	\$6.00	\$6.50	No	Full Cost Recovery
Main meal	per meal	\$8.00	\$8.50	No	Full Cost Recovery
Dessert	each	\$3.00	\$3.00	No	Full Cost Recovery
Meals on Wheels - Home Care Package - clients					
Juice	each	\$0.30	\$0.30	No	Full Cost Recovery
Soup	each	\$2.00	\$2.00	No	Full Cost Recovery
Sandwich	each	\$2.00	\$2.00	No	Full Cost Recovery
Salad	each	\$4.50	\$4.50	No	Full Cost Recovery
Petite meal	per meal	\$3.00	\$3.00	No	Full Cost Recovery
Main meal	per meal	\$4.00	\$4.00	No	Full Cost Recovery
Dessert	each	\$3.00	\$3.00	No	Full Cost Recovery
Meals on Wheels - Home Care Package - providers					
Juice	each	\$0.50	\$0.50	No	Full Cost Recovery
Soup	each	\$4.00	\$4.00	No	Full Cost Recovery
Sandwich	each	\$4.00	\$4.00	No	Full Cost Recovery
Salad	each	\$8.00	\$8.00	No	Full Cost Recovery
Petite meal	per meal	\$6.00	\$6.50	No	Full Cost Recovery
Main meal	per meal	\$8.00	\$8.50	No	Full Cost Recovery
Dessert	each	\$4.00	\$4.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Meals on Wheels - Other Charges					
Community lunches	per lunch	\$13.00	\$13.00	No	Full Cost Recovery
Social outing	per instance	\$13.00	\$13.00	No	Full Cost Recovery
Northern Beaches Art Exhibition					
Entrant registration fee - student/concession	per entry	\$20.00	\$20.00	Yes	Partial Cost Recovery
Entrant registration fee - adult entrant	per entry	\$40.00	\$40.00	Yes	Partial Cost Recovery
Public Program					
Public Program	per ticket	Zero	\$10 - \$100 (10% discount for MAG&M members and reciprocal members, and for Council staff at MAG&M Design Shop and on Public Programs)	Yes	Zero Cost Recovery
Public Program 2	per ticket	\$10.00	10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	Deleted Fee	Yes Partial Cost Recovery
Public Program 3	per ticket	\$20.00	10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	Deleted Fee	Yes Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Public Program 4	per ticket	\$15.00 10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	Deleted Fee	Yes	Partial Cost Recovery
Public Program 5	per ticket	\$30.00 10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	Deleted Fee	Yes	Partial Cost Recovery
Public Program 6	per ticket	\$40.00 10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	Deleted Fee	Yes	Partial Cost Recovery
Public Program 7	per ticket	\$50.00 10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	Deleted Fee	Yes	Partial Cost Recovery
Public Program Masterclass					
Public Program group tour	per ticket	\$100.00 10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	\$106.00 10% discount for MAG&M members and reciprocal members, and for Council staff at MAG&M Design Shop and on public programs	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Public Program Masterclass	per ticket	\$60.00 10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	\$60 - \$120 (10% discount for MAG&M members and reciprocal members, and for Council staff at MAG&M Design Shop and on Public Programs)	Yes	Partial Cost Recovery
Public Program Masterclass (multi-day)	per ticket	\$250.00 10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	\$260 - \$320 (10% discount for MAG&M members and reciprocal members, and for Council staff at MAG&M Design Shop and on Public Programs)	Yes	Partial Cost Recovery
Public Program Masterclass 2	per ticket	\$80.00 10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	Deleted Fee	Yes	Partial Cost Recovery
Public Program Masterclass 4 (multi-day)	per ticket	\$300.00 10% discount available for Friends of MAG&M members, Glen Street members and Council staff at MAG&M Design Shop and on public programs	Deleted Fee	Yes	Partial Cost Recovery
Children's Services					
Belrose Children's Centre					
Per child 0 - 2 year room	per day	\$153.00	\$170.00	No	Market Based Pricing
Per child 2 - 3 year room	per day	\$142.00	\$158.00	No	Market Based Pricing
Per child 3 - 5 year room	per day	\$123.00	\$137.00	No	Market Based Pricing
Late collection fee	per 5 minutes	\$15.80	\$16.70	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery
Late payment fee applied to accounts 28 days in arrears	each	\$12.00	\$12.70	No	Full Cost Recovery
Brookvale Children's Centre					
Per child 0 - 2 year room	per day	\$153.00	\$170.00	No	Market Based Pricing
Per child 2 - 3 year room	per day	\$142.00	\$158.00	No	Market Based Pricing
Per child 3 - 5 year room	per day	\$123.00	\$137.00	No	Market Based Pricing
Late collection fee	per 5 minutes	\$15.80	\$16.70	No	Full Cost Recovery
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery
Late payment fee applied to accounts 28 days in arrears	each	\$12.00	\$12.70	No	Full Cost Recovery
Cromer Vacation Care					
Vacation care daily fee (per child per day)	per day	\$90.00	\$100.00	No	Market Based Pricing
Late collection fee	per 5 minutes	\$15.80	\$16.70	No	Full Cost Recovery
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery
Late payment fee applied to accounts 28 days in arrears	each	\$12.00	\$12.70	No	Full Cost Recovery
Vacation care daily fee - Excursions - per child	per day		Up to \$130	Yes	Full Cost Recovery
Dee Why Children's Centre					
Per child 0 - 2 year room	per day	\$153.00	\$170.00	No	Market Based Pricing
Per child 2 - 3 year room	per day	\$142.00	\$158.00	No	Market Based Pricing
Per child 3 - 5 year room	per day	\$123.00	\$137.00	No	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Late collection fee	per 5 minutes	\$15.80	\$16.70	No	Full Cost Recovery
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery
Late payment fee applied to accounts 28 days in arrears	each	\$12.00	\$12.70	No	Full Cost Recovery
Family Day Care					
Provide training to family day care educators	per session	up to \$55.00	Up to \$55.00	Yes	Full Cost Recovery
Late submission of Educator administration records	per event	\$5.50	\$5.80	No	Full Cost Recovery
Parent Administration Levy to support the cost of care	per hour	\$2.05	\$2.20	No	Full Cost Recovery
Safety Equipment Checks	each	\$27.50	\$28.50	Yes	Market Based Pricing
Harbour View Children's Centre					
Per child 0 - 2 year room	per day	\$162.00	\$180.00	No	Market Based Pricing
Per child 2 - 3 year room	per day	\$152.00	\$169.00	No	Market Based Pricing
Per child 3 - 5 year room	per day	\$137.00	\$152.00	No	Market Based Pricing
Late collection fee	per 5 minutes	\$15.80	\$16.70	No	Full Cost Recovery
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery
Late payment fee applied to accounts 28 days in arrears	each	\$12.00	\$12.70	No	Full Cost Recovery
Manly Vale Vacation Care					
Vacation care daily fee (per child per day)	per day	\$90.00	\$100.00	No	Market Based Pricing
Late collection fee	per 5 minutes	\$15.80	\$16.70	No	Full Cost Recovery
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Late payment fee applied to accounts 28 days in arrears	each	\$12.00	\$12.70	No	Full Cost Recovery
Vacation care daily fee - Excursions - per child	per day		Up to \$130	Yes	Full Cost Recovery
Narrabeen Children's Centre					
Per child 0 - 2 year room	per day	\$153.00	\$170.00	No	Market Based Pricing
Per child 2 - 3 year room	per day	\$142.00	\$158.00	No	Market Based Pricing
Per child 3 - 5 year room	per day	\$123.00	\$137.00	No	Market Based Pricing
Late collection fee	per 5 minutes	\$15.80	\$16.70	No	Full Cost Recovery
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery
Late payment fee applied to accounts 28 days in arrears	each	\$12.00	\$12.70	No	Full Cost Recovery
North Harbour Vacation Care					
Vacation care daily fee (per child per day)	per day	\$90.00	\$100.00	No	Market Based Pricing
Late collection fee	per 5 minutes	\$15.80	\$16.70	No	Full Cost Recovery
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery
Late payment fee applied to accounts 28 days in arrears	each	\$12.00	\$12.70	No	Full Cost Recovery
Vacation care daily fee - Excursions - per child	per day		Up to \$130	Yes	Full Cost Recovery
Occasional Care Centre					
Per child between 8.30am to 3.30pm	per hour	\$22.00	\$24.00	No	Market Based Pricing
Per child 8.30am to 3.30pm	per day	\$115.00	\$128.00	No	Market Based Pricing
Cancellation before 8.30 AM on day of care	per charge	\$18.00	\$19.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Cancellation after 8.30 AM on day of care	per charge	full fee for booked care	full fee for booked care	No	Full Cost Recovery
Late collection fee	per 5 minutes	\$15.80	\$16.70	No	Full Cost Recovery
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery
Late payment fee applied to accounts 28 days in arrears	each	\$12.00	\$12.70	No	Full Cost Recovery
Preschool - school term only					
Child aged 3 years on or before 31 July receiving Start Strong funding	per day	\$18.00	\$20.00	No	Market Based Pricing
Child aged 4 years on or before 31 July receiving Start Strong funding	per day	\$10.00	\$11.00	No	Market Based Pricing
Child from low income and Aboriginal families (criteria apply)	per day	\$10.00	\$10.60	No	Market Based Pricing
Child aged 3 years on or before 31 July	per day	\$62.00	\$69.00	No	Market Based Pricing
Child aged 4 years on or before 31 July	per day	\$59.00	\$66.00	No	Market Based Pricing
Late collection fee	per 5 minutes	\$12.00	\$12.70	No	Full Cost Recovery
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery
Late payment fee applied to accounts 28 days in arrears	each	\$15.80	\$16.70	No	Full Cost Recovery
Roundhouse Children's Centre					
Per child 0 - 2 year room	per day	\$162.00	\$180.00	No	Market Based Pricing
Per child 2 - 3 year room	per day	\$152.00	\$169.00	No	Market Based Pricing
Per child 3 - 5 year room	per day	\$137.00	\$152.00	No	Market Based Pricing
Late collection fee	per 5 minutes	\$15.80	\$16.70	No	Full Cost Recovery
Failed payment transaction attempt	each	\$3.20	\$3.40	Yes	Full Cost Recovery
Late payment fee applied to accounts 28 days in arrears	each	\$12.00	\$12.70	No	Full Cost Recovery
Vacation Care Administration					
Advertisement in vacation care brochure	per charge	\$1,195.00	Fee dependent on ad size up to \$800 per ad	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Environmental Compliance					
Animal Management (Companion Animals Registration)					
Assistance animal	per application	Zero	Zero	No	Legislative Requirements (Regulatory)
Cat born prior to 1 July 1999 where ownership has not changed	per application	Zero	Zero	No	Legislative Requirements (Regulatory)
Dog in the services of the State, for example, a police dog	per application	Zero	Zero	No	Legislative Requirements (Regulatory)
Greyhound currently registered under the Greyhound Racing Act 2009	per application	Zero	Zero	No	Legislative Requirements (Regulatory)
Working dog	per application	Zero	Zero	No	Legislative Requirements (Regulatory)
Cat - desexed (sold by pound/shelter)	per animal	Zero	Zero	No	Legislative Requirements (Regulatory)
Cat - eligible pensioner	per animal	\$32.00	\$32.00	No	Legislative Requirements (Regulatory)
Cat - desexed	per animal	\$65.00	\$65.00	No	Legislative Requirements (Regulatory)
Cat - not desexed (not recommended)	per animal	\$65.00	\$65.00	No	Legislative Requirements (Regulatory)
Cat - not desexed (recognised breeder)	per animal	\$65.00	\$65.00	No	Legislative Requirements (Regulatory)
Dog - desexed (sold by pound/shelter)	per animal	Zero	Zero	No	Legislative Requirements (Regulatory)
Dog - desexed (by relevant age eligible pensioner)	per animal	\$32.00	\$32.00	No	Legislative Requirements (Regulatory)
Dog - desexed (by relevant age)	per animal	\$75.00	\$75.00	No	Legislative Requirements (Regulatory)
Dog - not desexed (not recommended)	per animal	\$75.00	\$75.00	No	Legislative Requirements (Regulatory)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Dog - not desexed (recognised breeder)	per animal	\$75.00	\$75.00	No	Legislative Requirements (Regulatory)
Dog - not desexed or desexed after relevant age	per animal	\$252.00	\$252.00	No	Legislative Requirements (Regulatory)
Late Fee (registration)	per application	\$21.00	\$21.00	No	Legislative Requirements (Regulatory)
Annual permit - cats not desexed by four months of age	per animal	\$92.00	\$92.00	No	Legislative Requirements (Regulatory)
Annual permit - owners of dogs of a restricted breed or declared to be dangerous	per animal	\$221.00	\$221.00	No	Legislative Requirements (Regulatory)
Animal Management (Companion Animals)					
Dog waste bags - 200 bags per roll	per roll	\$5.90	\$6.20	Yes	Partial Cost Recovery
Daily maintenance charge	per day	\$90.00	\$96.00	No	Partial Cost Recovery
Release fee for animals identified on the Companion Animals Register (includes the first day of maintenance)	per animal	\$130.00	\$138.00	No	Partial Cost Recovery
Release fee for animals not identified on the Companion Animals Register (includes the first day of maintenance)	per animal	\$142.00	\$150.00	No	Partial Cost Recovery
Dangerous Dog and Restricted Dog Enclosure Certificate of Compliance fee s58H(2)(b) (includes one inspection)	per certificate	\$155.00	\$155.00	No	Partial Cost Recovery
Animal surrender fee	per animal	\$411.00	\$435.00	No	Partial Cost Recovery
		**fee waived following declaration of menacing or dangerous dog	**fee waived following declaration of menacing or dangerous dog		
Awnings					
Defective awning inspection; proactive or complaint	per inspection	\$250.00	\$265.00	No	Full Cost Recovery
Cost compliance notice, non-compliance with order for awnings	per application		\$500.00	No	Full Cost Recovery
Application for extension of time - notice	each	\$130.00	\$140.00	No	Full Cost Recovery
Cost compliance notice, non-compliance with order for awnings	per officer per hour	\$90.00	Deleted Fee	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Building Approval Inspections					
Construction site proactive inspection	per inspection	\$207.00	\$220.00	Yes	Full Cost Recovery
Critical Stage Inspections Class 1 and 10 Buildings (per inspection)	per inspection	\$300.00	\$320.00	Yes	Market Based Pricing
Critical Stage Inspections Class 2 - 9 Buildings	per inspection	\$350 + \$90 per additional unit	\$350 + \$90 per additional unit	Yes	Market Based Pricing
Travel Fee to Great Mackerel Beach, Coasters Retreat, Towlers Bay, Morning Bay, Elvina Bay, Scotland Island, Lovett Bay and Currawong Beach due to certification inspections	per application	\$150.00	\$200.00	Yes	Full Cost Recovery
Building Approvals					
Peer review of an alternate solution associated with Construction Certificate and Complying Development Certificate	per application	\$700.00	\$740.00	Yes	Market Based Pricing
Refund of Application Fees - Construction Certificate, Complying Development Certificate, Section 68 and Building Information Certificate	per application	50% where partial assessment carried out (including any one of the following; inspection, notification, assessment and/or correspondence).	50% where partial assessment carried out (including any one of the following; inspection, notification, assessment and/or correspondence).	Yes	Full Cost Recovery
Refund of Application Fees - Construction Certificate, Complying Development Certificate, Section 68 and Building Information Certificate	per application	100% where no assessment carried out	100% where no assessment carried out	Yes	Full Cost Recovery
Building Compliance					
Cost Compliance Notice - non-compliance with Order for illegal and non-compliant building work	per application		\$500.00	No	Full Cost Recovery
Application for extension of time - notice	per application	\$140.00	\$150.00	No	Full Cost Recovery
Cost Compliance Notice - non-compliance with Order for illegal and non-compliant building work	per officer per hour	\$90.00	Deleted Fee	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Building Information Certificate					
Building Information Certificate Application - Class 1 and 10 Buildings	per application	\$750.00	\$750.00	No	Full Cost Recovery
Building Information Certificate Application - Class 2 - 9 Buildings - floor area not exceed 200m ²	per application	\$750.00	\$750.00	No	Full Cost Recovery
Building Information Certificate Application - Class 2 - 9 Buildings - floor area between 200m ² and 2,000m ²	per application	\$750 + \$0.50 per m2 over 200m2	\$750 + \$0.50 per m2 over 200m2	No	Full Cost Recovery
Building Information Certificate Application - Class 2 - 9 Buildings - floor area > 2,000m ²	per application	\$1,165 + \$0.75 per m2 over 2,000m2	\$1,165 + \$0.75 per m2 over 2,000m2	No	Full Cost Recovery
Building Information Certificate Application - Where relates to external wall or area without floor area	per application	\$750.00	\$750.00	No	Full Cost Recovery
Building Information Certificate Application - Unauthorised Works Building Information Certificate Applications incur additional costs equivalent to the Development Application, Construction Certificate, Complying Development Certificate, Section 94 contributions, and as applicable notification of neighbours per the approved fees and charges schedule, in addition to the base application fee	each	\$750 plus additional cost	\$750 plus additional cost	No	Full Cost Recovery
Building Information Certificate - additional inspection	per inspection	\$250.00	\$265.00	No	Full Cost Recovery
Building Information Certificate notification	per notification	\$350.00	\$370.00	No	Full Cost Recovery
Copy of Building Information Certificate	each	\$13.00	\$13.00	No	Full Cost Recovery
Compliance Certificate					
Compliance Certificate Fee - where Council nominated as Principal Certifier	each	\$345.00	\$365.00	Yes	Full Cost Recovery
Complying Development Applications					
Complying Development Applications - Class 1 and 10 - work value less than or equal to \$50,000 (application fee based on value of works)	per application	\$700.00	\$740.00	Yes	Market Based Pricing
Complying Development Applications - Class 1 and 10 - work value between \$50,001 to \$150,000	per application	\$1,015.00	\$1,072.00	Yes	Market Based Pricing
Complying Development Applications - Class 1 and 10 - work value between \$150,001 to \$250,000	per application	\$1,585.00	\$1,674.00	Yes	Market Based Pricing
Complying Development Applications - Class 1 and 10 - work value between \$250,001 to \$500,000	per application	\$2,025.00	\$2,139.00	Yes	Market Based Pricing
Complying Development Applications- Class 1 and 10 - work value between \$500,001 to \$1 million	per application	\$2,405.00	\$2,540.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Complying Development Applications - Class 1 and 10 - work value more than \$1 million to \$2 million	per application	\$3,545.00	\$3,744.00	Yes	Market Based Pricing
Complying Development Applications - Class 1 and 10 - work value more than \$2 million	per application	\$3,825.00	\$4,040.00	Yes	Market Based Pricing
Complying Development Applications - Class 2 - 9 - work value less than or equal to \$50,000 (application fee based on value of works)	per application	\$865.00	\$914.00	Yes	Market Based Pricing
Complying Development Applications - Class 2 - 9 -work value between \$50,001 to \$150,000	per application	\$1,175.00	\$1,241.00	Yes	Market Based Pricing
Complying Development Applications - Class 2 - 9 - work value between \$150,001 to \$250,000	per application	\$1,665.00	\$1,759.00	Yes	Market Based Pricing
Complying Development Applications - Class 2 - 9 - work value between \$250,001 to \$500,000	per application	\$2,160.00	\$2,281.00	Yes	Market Based Pricing
Complying Development Applications - Class 2 - 9 - work value between \$500,001 to \$1 million	per application	\$2,530.00	\$2,672.00	Yes	Market Based Pricing
Complying Development Applications - Class 2 - 9 - work value between \$1 million to \$2 million	per application	\$3,455.00	\$3,649.00	Yes	Market Based Pricing
Complying Development Applications - Class 2 - 9 - work value more than \$2 million	per application	\$3,825.00	\$4,040.00	Yes	Market Based Pricing
Notification fee for Complying Development Certificate application	per application	\$320.00	\$338.00	Yes	Market Based Pricing
Modification of a Complying Development Certificate	per application	\$510.00	\$539.00	Yes	Market Based Pricing
Construction Certificates					
Construction Certificates Class 1 and 10 Buildings - work value less than or equal to \$150,000 (application fee based on value of works)	per application	\$1,020.00	\$1,078.00	Yes	Market Based Pricing
Construction Certificates Class 1 and 10 Buildings - work value between \$150,001 to \$250,000	per application	\$1,270.00	\$1,342.00	Yes	Market Based Pricing
Construction Certificates Class 1 and 10 Buildings - work value between \$250,001 to \$500,000	per application	\$2,532.00	\$2,674.00	Yes	Market Based Pricing
Construction Certificates Class 1 and 10 Buildings - work value between \$500,001 to \$1 million	per application	\$2,785.00	\$2,941.00	Yes	Market Based Pricing
Construction Certificates Class 1 and 10 Buildings - work value between \$1 million to \$2 million	per application	\$3,420.00	\$3,612.00	Yes	Market Based Pricing
Construction Certificates Class 1 and 10 Buildings - work value more than \$2 million	per application	\$3,950.00	\$4,172.00	Yes	Market Based Pricing
Construction Certificates - Class 2 - 9 Buildings - work value less than or equal to \$150,000 (application fee based on value of works)	per application	\$1,520.00	\$1,606.00	Yes	Market Based Pricing
Construction Certificates - Class 2 - 9 Buildings - work value between \$150,001 to \$250,000 (application fee based on value of works)	per application	\$2,280.00	\$2,408.00	Yes	Market Based Pricing
Construction Certificates - Class 2 - 9 Buildings work value between \$250,001 to \$500,000	per application	\$3,165.00	\$3,343.00	Yes	Market Based Pricing
Construction Certificates - Class 2 - 9 Buildings - work value between \$500,001 to \$1 million	per application	\$4,050.00	\$4,277.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Construction Certificates - Class 2 - 9 Buildings - work value between \$1 million to \$2 million	per application	\$4,440.00	\$4,689.00	Yes	Market Based Pricing
Construction Certificates - Class 2 - 9 Buildings - work value more than \$2 million	per application	\$4,935.00	\$5,212.00	Yes	Market Based Pricing
Modification of Construction Certificate - modification of Class 1 & 10 building	per application	\$500 or 20% of original CC fee whichever is higher	\$500 or 20% of original CC fee whichever is higher	Yes	Market Based Pricing
Modification of Construction Certificate - modification of Class 2 - 9 Buildings	per application	\$1,200 or 20% of original CC fee whichever is higher	\$1,200 or 20% of original CC fee whichever is higher	Yes	Market Based Pricing
Fire Safety					
Registration of Annual Fire Safety Statement	per statement	\$105.00	\$115.00	Yes	Full Cost Recovery
Fire Safety Compliance Cost Notices	each		\$500.00	No	Partial Cost Recovery
Annual Fire Safety Statement Inspection	each	\$290.00	\$310.00	Yes	Full Cost Recovery
Application for extension of time - Fire Safety Orders	each	\$290.00	\$310.00	No	Full Cost Recovery
Boarding House / Shared Accommodation fire safety inspection	per inspection	\$290.00	\$310.00	Yes	Full Cost Recovery
Re-inspection of Boarding House / Shared Accommodation fire safety inspection	per inspection	\$290.00	\$310.00	Yes	Full Cost Recovery
Modification of Fire Order	each	\$395.00	\$420.00	Yes	Full Cost Recovery
Annual Fire Safety Statement - request for a stay of penalty infringement notice (AFSS current)	per application	\$450.00	\$450.00	Yes	Full Cost Recovery
Annual Fire Safety Statement - request for a stay of penalty infringement notice (AFSS overdue)	per application	\$800.00	\$800.00	Yes	Full Cost Recovery
Re-issue of Fire Safety Schedule	per application		\$130.00	Yes	Full Cost Recovery
Fire Safety Compliance Cost Notices	per hour	\$130.00	Deleted Fee	No	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Health Approvals - Food					
Temporary food stall/mobile application - charity/community with evidence	per application	Zero	Zero	No	Zero Cost Recovery
Temporary food stall application - amendment to approved application	per application	\$70.00	\$74.00	No	Partial Cost Recovery
Temporary food stall approval - one off event	per application	\$168.00	\$178.00	No	Partial Cost Recovery
Temporary food stall application - low risk food. Three year approval includes assessment fee and all routine inspections during the period of approval	per application	\$280.00	\$296.00	No	Partial Cost Recovery
Temporary food stall application - Medium & High Risk. Two year approval includes assessment fee and all routine inspections during the period of approval	per application	\$280.00	\$296.00	No	Partial Cost Recovery
Mobile food vendor application - amendment to approved application	per application	\$70.00	\$74.00	No	Partial Cost Recovery
Mobile food – One (1) year mobile food vendor application - low risk food	per application	\$400.00	\$423.00	No	Full Cost Recovery
Mobile food – One (1) year mobile food vendor application - medium and high risk	per application	\$600.00	\$634.00	No	Full Cost Recovery
Mobile food premises - One (1) year administration fee - private land	per application	\$600.00	\$634.00	No	Full Cost Recovery
Mobile food – Three (3) year mobile food vendor application - low risk food	per application	\$960.00	\$1,014.00	No	Full Cost Recovery
Mobile food – Three (3) year mobile food vendor application - medium and high risk	per application	\$1,440.00	\$1,521.00	No	Full Cost Recovery
Mobile food premises - Three (3) year administration fee - private land	per application	\$1,440.00	\$1,521.00	No	Full Cost Recovery
Event food stall inspection fee (minimum 2 hours booking) applies to non-approved stalls or stalls operating on private land. Including travel time	per hour	\$197.00	\$209.00	No	Full Cost Recovery
Temporary food stall/mobile re-inspection fee	per inspection	\$312.00	\$330.00	No	Full Cost Recovery
Health Approvals - Heaters					
Solid fuel heaters - application to install	per application	\$413.00	\$437.00	No	Partial Cost Recovery
Solid fuel heaters renewal, review or amendment	per application	\$185.00	\$196.00	No	Partial Cost Recovery
Solid fuel heaters - inspection & re-inspection	per inspection	\$306.00	\$324.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Health Approvals - Other					
Application fee for Extension of Time for Environmental Notices	per application	\$128.00	\$136.00	No	Full Cost Recovery
Application urgency Fee - 2 working days or less prior to required approval date	per application	\$280.00	\$296.00	No	Full Cost Recovery
Application urgency fee - between 3-10 working days prior to required approval date	per application	\$128.00	\$136.00	No	Full Cost Recovery
Staff time - including but not limited to advice, inspections, presentations and professional services	per hour	\$98.00	\$104.00	No	Full Cost Recovery
Health Approvals - Wastewater					
Application for approval to operate sewer/wastewater treatment system (pensioner fee) - with evidence	per application	\$105.00	\$111.00	No	Partial Cost Recovery
Application for approval to operate sewer/wastewater treatment system (pump to sewer/truck systems)	per application	\$214.00	\$226.00	No	Partial Cost Recovery
Application to operate - sewer/wastewater treatment system - does not apply to pump to sewer systems, pensioner fees and non-accredited systems.	per application	\$306.00	\$324.00	No	Partial Cost Recovery
Application to install a Domestic sewer/wastewater treatment system	per application	\$413.00	\$437.00	No	Partial Cost Recovery
Application to install a Commercial/greater than 10 person onsite sewage/wastewater management system	per application	\$494.00	\$522.00	No	Partial Cost Recovery
Application to install a greywater treatment system	per application	\$158.00	\$167.00	No	Partial Cost Recovery
Application to operate a greywater treatment system	per application	\$158.00	\$167.00	No	Partial Cost Recovery
Application to operate commercial sewer/wastewater system not accredited by NSW health and/or serves greater than 10 persons	per application	\$358.00	\$379.00	No	Partial Cost Recovery
Sewer/wastewater system - re-inspection fee	per inspection	\$306.00	\$324.00	No	Full Cost Recovery
Health Compliance					
Compliance Cost Notice - per officer per hour, plus all direct costs as incurred	per hour	\$98.00	\$104.00	No	Full Cost Recovery
Sampling (this includes but is not limited to soil, water and asbestos) - includes analysts cost and officer time	per sample	\$214.00	\$226.00	No	Partial Cost Recovery
Vapour recovery re-inspection fee	per inspection	\$312.00	\$330.00	No	Partial Cost Recovery
Vapour recovery inspection for storage tanks on petrol service stations and control equipment for petrol dispensers	per inspection	\$425.00	\$449.00	No	Full Cost Recovery
Fee for clean-up, prevention and noise control notices	each	\$785.00	\$803.00	No	Legislative Requirements (Regulatory)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Health Inspections - Food					
Food premises sampling	per sample	\$214.00	\$226.00	No	Partial Cost Recovery
Food premises pre-fitout consultancy inspection fee	per application	\$284.00	\$284.00	No	Legislative Requirements (Regulatory)
Food premises re-inspection fee / secondary routine inspection fee- all risk categories	per inspection	\$330.00	\$330.00	No	Legislative Requirements (Regulatory)
Food premises annual administration fee - charity/community organisations	each	Zero	Zero	No	Zero Cost Recovery
Food premises annual administration fee (up to & including 5 full time Food Handlers)	each	\$390.00	\$390.00	No	Legislative Requirements (Regulatory)
Food premises annual administration fee (between 6 and 50 full time Food Handlers)	each	\$800.00	\$800.00	No	Legislative Requirements (Regulatory)
Food premises annual administration fee (more than 50 full time Food Handlers)	each	\$3,500.00	\$3,500.00	No	Legislative Requirements (Regulatory)
Food Handlers' Seminar - onsite group booking - minimum 10 persons (working hours)	per booking	\$299.00	\$316.00	Yes	Partial Cost Recovery
Food Handlers' Seminar - onsite group booking - minimum 10 persons (after hours)	per booking	\$448.00	\$474.00	Yes	Full Cost Recovery
Food premises annual administration fee - 5 star Scores on Doors premises (up to & including 5 full time Food Handlers)	each	\$323.00	\$342.00	No	Legislative Requirements (Regulatory)
Food premises annual administration fee - 5 star Scores on Doors premises (between 6 and 50 full time Food Handlers)	each	\$499.00	\$527.00	No	Legislative Requirements (Regulatory)
Food premises annual administration fee - 5 star Scores on Doors premises (more than 50 full time Food Handlers)	each	\$860.00	\$909.00	No	Legislative Requirements (Regulatory)
Scores on Doors review application (within 3 months of application)	per application	\$390.00	\$412.00	No	Full Cost Recovery
Food Act - Fee for improvement notice	each	\$330.00	\$330.00	No	Legislative Requirements (Regulatory)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Health Inspections - Public Health					
Notification of new skin penetration premises	per notification	\$105.00	\$105.00	No	Legislative Requirements (Regulatory)
Notification of new public swimming pool or spa pool	per notification	\$105.00	\$105.00	No	Legislative Requirements (Regulatory)
Notification of installation of regulated systems	per notification	\$120.00	\$120.00	No	Legislative Requirements (Regulatory)
Inspection beauty premises, including hairdressers/barbers with no skin penetration	per inspection	\$180.00	\$191.00	No	Partial Cost Recovery
Skin penetration pre-fitout consultancy inspection / public health advisory inspection fee	per application	\$312.00	\$330.00	No	Partial Cost Recovery
Skin penetration inspection	per inspection	\$425.00	\$449.00	No	Full Cost Recovery
Inspection public swimming pools	per inspection	\$425.00	\$449.00	No	Full Cost Recovery
Inspection cooling towers/warm water systems	per inspection	\$425.00	\$449.00	No	Full Cost Recovery
Re-inspection fee (beauty salon/skin penetration/cooling tower/public swimming pool)	per inspection	\$312.00	\$330.00	No	Partial Cost Recovery
Re-inspection of Prohibition order Public Health Act	per inspection	\$127.50	\$127.50	No	Legislative Requirements (Regulatory)
Regulated system - RMP and Certificate of Audit administration fee	each	\$184.00	\$195.00	No	Full Cost Recovery
Regulated systems sampling	per sample	\$214.00	\$226.00	No	Partial Cost Recovery
Boarding house inspection/re-inspection fee	per inspection	\$425.00	\$449.00	No	Full Cost Recovery
Sex services - inspection/re-inspection	per inspection	\$513.00	\$542.00	No	Full Cost Recovery
Public Health Act - Fee for improvement notice and prohibition order (in any other case)	each	\$290.00	\$295.00	No	Legislative Requirements (Regulatory)
Public Health Act - Fee for improvement notice and prohibition order (regulated system)	each	\$620.00	\$635.00	No	Legislative Requirements (Regulatory)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Impounded Animals (other than companion animals)					
Conveyance fee	per animal	\$72.00	\$77.00	No	Partial Cost Recovery
Holding, sustenance and veterinary care fee	per animal	\$88.00	\$93.00	No	Partial Cost Recovery
Notice/administration fee	per animal	\$196.00	\$207.00	No	Partial Cost Recovery
Impounded Articles - Large Articles that can not be readily transported in a Ranger vehicle (excluding those for which another fee is already specified)					
Conveyance, storage and notice/administration fee - first 28 day period - additional \$180 for 28 days	per article	\$140.00	1st 28 day period, additional \$180 for 28 days \$148.00	No	Partial Cost Recovery
Impounded Articles - Shopping Trolleys and Bikes					
Conveyance, storage and notice/administration fee - 28 day holding period only	per article	\$140.00	28 day holding period only \$148.00	No	Partial Cost Recovery
Impounded Articles - Small Articles that can be readily transported in a Ranger vehicle (excluding those articles for which another fee is already specified)					
Conveyance, storage and notice/administration fee - 28 day holding period only	per article	\$98.00	28 day holding period only \$104.00	No	Partial Cost Recovery
Impounded Articles - Vehicles (incl cars, boats over 5m, boat trailers, box trailers, caravans etc.)					
Storage fee - held at a Council owned facility - per day or actual cost to Council, whichever is the higher	per day	\$47.90	per day or actual cost to council - whichever is the higher \$50.60	No	Partial Cost Recovery
Conveyance fee - includes collection, storage and notice/administration fee - or actual cost to Council - whichever is the higher	per article	\$193.00	or actual cost to council - whichever is the higher \$204.00	No	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Impounded Articles - Watercraft (5m and under)					
Storage fee - watercraft held at a contractor's facility - per day or actual cost to Council - whichever is the higher	per day	\$62.00	per day or actual cost to council - whichever is the higher \$66.00	No	Partial Cost Recovery
Additional storage fee - watercraft held at a Council owned facility - applied for each day over 28 days	per day	\$47.90	applied for each day over 28 days. \$50.60	No	Partial Cost Recovery
Conveyance fee - includes collection, storage and notice/administration fee - or actual cost to Council - whichever is the higher	per article	\$193.00	or actual cost to council - whichever is the higher \$204.00	No	Partial Cost Recovery
Occupation Certificates					
Occupation Certificate - Class 1 and 10 Buildings	per application	\$350.00	\$370.00	Yes	Market Based Pricing
Occupation Certificate - Class 2 - 9 Buildings	per application	\$550 + \$110 per additional unit	\$550 + \$110 per additional unit	Yes	Market Based Pricing
Out of Hours Building Works Applications					
Out of hours application for building works. One application required for each period of 24 hours in which out of hours working is to be conducted	per application	\$750.00	\$792.00	No	Full Cost Recovery
Urgency fee for out of hours work application - at least 2 hours notice is required to process an urgency application	per application	\$1,000.00	\$1,056.00	No	Full Cost Recovery
Amendments to out of hours building works application - can only amend an existing permit prior to commencement	per application	\$200.00	\$212.00	No	Full Cost Recovery
Outstanding Notices and Orders Certificates - Section 735A and 121ZP					
Outstanding notices and orders certificates application for Section 735A and 121ZP (Outstanding Notices) Certificate (5 day turn around)	per application	\$210.00	\$225.00	No	Full Cost Recovery
Urgency fee - application for Section 735A and 121ZP Certificate (2 day turn around)	per application	\$350.00	\$370.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Parking Management Fee Private Property					
Existing contracts - per space per annum or as specified in contract	per space per annum	\$61.00	per space per annum, or as specified in contract \$65.00	Yes	Partial Cost Recovery
New contracts - per space per annum or as specified in contract	per space per annum	\$125.00	per space per annum, or as specified in contract \$132.00	Yes	Partial Cost Recovery
Part 6 (formerly Part 4A) Certificate					
Copy of Part 6 (formerly Part 4A) Certificate	each	\$10.00	\$10.00	No	Full Cost Recovery
Principal Certifying Authority Appointment					
Appointment of Council as the PCA. Excludes forced appointment by the BPB, or appointment as replacement PCA.	per application	\$350.00	\$370.00	Yes	Full Cost Recovery
Complaint inspection fee where Council has been appointed as Principal Certifier - inspection charge where complaint is justified (per complaint inspection)	per application	\$350.00	\$370.00	Yes	Full Cost Recovery
Transfer of PCA role to Council - file review fee.	per application	\$550.00	\$581.00	Yes	Full Cost Recovery
Appointment of Council as the PCA to replace private certifier (transfer of PCA role to Council) work value less than or equal to \$250,000 (application fee based on value of works)	per application	\$1,630.00	\$1,722.00	Yes	Full Cost Recovery
Appointment of Council as the PCA to replace private certifier (transfer of PCA role to Council) work value between \$250,001 to \$500,000	per application	\$1,825.00	\$1,928.00	Yes	Full Cost Recovery
Appointment of Council as the PCA to replace private certifier (transfer of PCA role to Council) work value between \$500,001 to \$1 million	per application	\$2,085.00	\$2,202.00	Yes	Full Cost Recovery
Appointment of Council as the PCA to replace private certifier (transfer of PCA role to Council) work value between \$1 million to \$2 million	per application	\$2,670.00	\$2,820.00	Yes	Full Cost Recovery
Appointment of Council as the PCA to replace private certifier (transfer of PCA role to Council) work value more than \$2 million	per application	\$3,080.00	\$3,253.00	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Private Certifier Certificate Registration					
Registration of Part 6 (formerly Part 4A) Certificate issued by Private Certifier of CC, CDC, OC, compliance certificates and Strata Title (subdivision) certificates	per application	\$39.00	\$39.00	No	Legislative Requirements (Regulatory)
Section 68 Applications					
Section 68 Application Fee - install a manufactured home; moveable dwelling or Associated structure on land	per application	\$1,304.00	\$1,378.00	No	Full Cost Recovery
Section 68 Completion Certificate Fee - install a manufactured home; moveable dwelling or Associated structure on land	per application	\$259.00	\$274.00	No	Full Cost Recovery
Section 68 Inspection Fee - install a manufactured home; moveable dwelling or Associated structure on land (per inspection)	per application	\$266.00	\$281.00	No	Full Cost Recovery
Strata Applications					
Signing of legal documents including Strata Plan and other legal documents	per application	\$429.00	\$454.00	Yes	Full Cost Recovery
Strata Plan - Assessment of a request to terminate a Strata Plan	per application	\$500.00	\$500.00	No	Full Cost Recovery
Strata application review	per application	\$860.00	\$909.00	Yes	Full Cost Recovery
Strata Title Certificate Application					
Strata Title Certificate Application - additional inspections or re-inspections, if required	per inspection	\$299.00	\$316.00	Yes	Full Cost Recovery
Strata Title Certificate Application for buildings erected prior to introduction of Ordinance 70 or under BCA, per application plus price per unit and one inspection	per application	\$1,020 plus \$220 per unit	\$1,020 plus \$220 per unit	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Swimming Pools					
Swimming Pool Registration	per application	\$10.00	\$10.00	Yes	Legislative Requirements (Regulatory)
Swimming Pool CPR Sign	each	\$20.80	\$22.00	Yes	Market Based Pricing
Proactive re-inspection fee of swimming pool as part of Council's adopted statutory inspection program	per inspection	\$100.00	\$100.00	No	Legislative Requirements (Regulatory)
Re-inspection of swimming pool for Compliance Certificate application	per inspection	\$100.00	\$100.00	Yes	Legislative Requirements (Regulatory)
Re-inspection of private swimming pool (per re-inspections) - Exemption application	per inspection	\$100.00	\$100.00	No	Legislative Requirements (Regulatory)
Application for extension of time to comply with Direction issued under Swimming Pools Act	per application	\$128.00	\$136.00	No	Full Cost Recovery
Re-inspection fee of swimming pool as a result of a 22E Notice issued by private Accredited Certifier	per inspection	\$100.00	\$100.00	No	Legislative Requirements (Regulatory)
Initial inspection fee of swimming pool as a result of a 22E Notice issued by private Accredited Certifier	per inspection	\$150.00	\$150.00	No	Legislative Requirements (Regulatory)
Initial Inspection of swimming pool for Compliance Certificate application	per inspection	\$150.00	\$150.00	Yes	Legislative Requirements (Regulatory)
Proactive initial inspection of swimming pool as part of Council's adopted statutory inspection program	per inspection	\$150.00	\$150.00	No	Legislative Requirements (Regulatory)
Application (including inspection) for Section 22 Exemption - Swimming Pools Act	per application	\$250.00	\$250.00	No	Legislative Requirements (Regulatory)
Additional urgency fee - 4 working day turnaround for Swimming Pool Compliance Certificate, initial inspection	per application	\$688.00	\$727.00	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Transport & Civil Infrastructure					
Bicycle parking in pay stations e.g. Whistler Street and PCYC					
New application fee (non-refundable)	per application	\$71.00	\$73.50	Yes	Market Based Pricing
Annual renewal fee	per application	\$71.00	\$73.50	Yes	Market Based Pricing
Replacement card	per card	\$36.00	\$36.00	Yes	Market Based Pricing
Replacement permit	per permit		\$32.00	Yes	Market Based Pricing
Building Waste Container (Skips)					
Application fee including first 7 days rental	per application	\$223.00	\$236.00	No	Full Cost Recovery
Placement fee after the first 7 days (per week or part thereof)	per week	\$207.00	\$219.00	No	Full Cost Recovery
Late application fee - when containers/skips delivered prior to obtaining a Permit	per bin	\$1,021.00	\$1,079.00	No	Full Cost Recovery
Civil Works					
Civil works - provision of Council works undertaken on behalf of third party	per request	Cost plus 10%	Cost plus 10%	Yes	Full Cost Recovery
Community information blade					
Recovery from applicants for the cost of the manufacture and installation of community information blade	per application	\$598.00	\$632.00	Yes	Full Cost Recovery
Crane airspace approval					
Crane airspace approval	per application	\$330.00	\$350.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Driveway Delineation					
A single residential driveway	per set of lines	\$790.00	\$835.00	No	Full Cost Recovery
A single commercial or industrial driveway	per set of lines	\$1,290.00	\$1,363.00	No	Full Cost Recovery
Electric Vehicle Charging					
Application fee for a dedicated public electric vehicle charging space	per application	\$597.00	\$631.00	No	Partial Cost Recovery
Annual fee for a dedicated public electric vehicle charging space	per annum	\$1,835.00	\$1,936.00	No	Partial Cost Recovery
Event parking - overstay timed restriction					
Hourly charge - first three hours into overstay of timed restriction	each	\$5.40	\$5.70	Yes	Market Based Pricing
Hourly charge - after first three hours into overstay of timed restriction	per hour per vehicle	\$10.90	\$11.50	Yes	Market Based Pricing
Processing administrative fee	each	\$50.00	\$50.00	Yes	Market Based Pricing
Event parking - permit application paid parking					
Processing administrative fee - for businesses or individuals applying for permits	each	\$54.30	\$57.30	Yes	Market Based Pricing
Parking - Car Share					
Initial car share fee - licence administration	per application	\$597.00	\$1,619.00	No	Partial Cost Recovery
Initial car share fee - parking space	each	\$1,833.00	\$1,936.00	No	Partial Cost Recovery
Car share annual fee - maintenance per each authorised space	each	\$1,833.00	\$1,936.00	No	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Parking - Dee Why PCYC Parking Station					
Monday - Sunday (5:30am-12am midnight) 0 - 3 hours	per time limit	Zero	Zero	Yes	Zero Cost Recovery
Monday - Sunday (5:30am -12am midnight) 3 - 4 hours	per time limit	\$3.00	\$3.00	Yes	Market Based Pricing
Monday - Sunday (5:30am-12am midnight) 4 -5 hours	per time limit	\$4.00	\$4.00	Yes	Market Based Pricing
Monday - Sunday (5:30am-12am midnight) 5+ hours	per time limit	\$5.00	\$5.00	Yes	Market Based Pricing
Overnight rate	per time limit	\$5.00	\$5.00	Yes	Market Based Pricing
Additional after hours charge for release of vehicles locked in the parking station - charged by the security company	per occasion	At Cost	At Cost	Yes	Full Cost Recovery
Parking - Dee Why PCYC Parking Station - Prepaid Accounts					
Daily rate up to 1 week	per day	\$8.90	\$9.00	Yes	Market Based Pricing
Daily rate between 1 and 2 weeks	per day	\$8.30	\$8.50	Yes	Market Based Pricing
Daily rate from 2 weeks	per month	\$115.00	\$122.00	Yes	Market Based Pricing
PCYC overnight parking permit (access between 5:00pm and 8:00am). For parking outside these hours, the casual fee and charges apply.	per month	\$58.00	\$61.00	Yes	Market Based Pricing
Parking - Pay and Display					
Parking App transaction fee - charged by the Parking App provider	per charge		At cost	Yes	Full Cost Recovery
Paid parking spaces occupied as part of a traffic control plan	per charge		Applicable to either day or hourly rates	Yes	Market Based Pricing
Parking - Pay and Display - Church Point, Pittwater Park, Woorak/Iluka Reserve					
Off peak season - hourly rate (1 May to 30 Sep inclusive)	per hour	\$8.00	\$8.00	Yes	Market Based Pricing
Off peak season - 24 hour rate (1 May to 30 Sep inclusive)	per day	\$35.00	\$35.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Peak season - hourly rate (1 Oct to 30 Apr inclusive)	per hour	\$10.00	\$10.00	Yes	Market Based Pricing
Peak season - 24 hour rate (1 Oct to 30 Apr inclusive)	per day	\$40.00	\$40.00	Yes	Market Based Pricing
Parking - Pay and Display - Clontarf, Shelly Beach, Sandy Bay & Spit Bridge					
Off peak season - hourly rate (1 May to 30 Sep inclusive)	per hour	\$8.00	\$8.00	Yes	Market Based Pricing
Off peak season - daily rate (1 May to 30 Sep inclusive)	per day	\$35.00	\$35.00	Yes	Market Based Pricing
Peak season - hourly rate (1 Oct to 30 Apr inclusive)	per hour	\$10.00	\$10.00	Yes	Market Based Pricing
Peak season - daily rate (1 Oct to 30 Apr inclusive)	per day	\$40.00	\$40.00	Yes	Market Based Pricing
Parking - Pay and Display - Freshwater to Narrabeen including Manly Dam					
Peak season - hourly rate (1 Oct to 30 Apr inclusive)	per hour	\$10.00	\$10.00	Yes	Market Based Pricing
Peak season - daily rate (1 Oct to 30 Apr inclusive)	per day	\$40.00	\$40.00	Yes	Market Based Pricing
Off peak season - hourly rate (1 May to 30 Sep inclusive)	per hour	\$8.00	\$8.00	Yes	Market Based Pricing
Off peak season - daily rate (1 May to 30 Sep inclusive)	per day	\$35.00	\$35.00	Yes	Market Based Pricing
Parking - Pay and Display - North Narrabeen to Palm Beach					
Off peak season - hourly rate (1 May to 30 Sep inclusive)	per hour	\$8.00	\$8.00	Yes	Market Based Pricing
Off peak season - daily rate (1 May to 30 Sep inclusive)	per day	\$35.00	\$35.00	Yes	Market Based Pricing
Peak season - hourly rate (1 Oct to 30 Apr inclusive)	per hour	\$10.00	\$10.00	Yes	Market Based Pricing
Peak season - daily rate (1 Oct to 30 Apr inclusive)	per day	\$40.00	\$40.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Parking - Pay and Display - Ocean Beach (Manly) to Queenscliff					
Off peak season - general parking (1 May to 30 Sep inclusive)	per hour	\$8.00	\$8.00	Yes	Market Based Pricing
Off peak season - buses 8+ seats (1 May to 30 Sep inclusive)	per hour	\$35.00	\$35.00	Yes	Market Based Pricing
Peak season - general parking (1 Oct to 30 Apr inclusive)	per hour	\$10.00	\$10.00	Yes	Market Based Pricing
Peak season - buses 8+ seats (1 Oct to 30 Apr inclusive)	per hour	\$40.00	\$40.00	Yes	Market Based Pricing
Parking - Pay and Display - Rowland Reserve					
Off peak season - hourly rate (1 May to 30 Sep inclusive)	per hour	\$5.50	\$6.00	Yes	Market Based Pricing
Off peak season - 24 hour rate (1 May to 30 Sep inclusive)	per day	\$24.50	\$26.00	Yes	Market Based Pricing
Peak season - hourly rate (1 Oct to 30 Apr inclusive)	per hour	\$6.80	\$7.50	Yes	Market Based Pricing
Peak season - 24 hour rate (1 Oct to 30 Apr inclusive)	per day	\$27.80	\$29.50	Yes	Market Based Pricing
Parking - Whistler Street, Peninsula, Pacific Waves and Manly National Parking Stations - Daily Rates					
Monday - Sunday (6:30am-7pm) 0 - 2 hour	per time limit	Zero	Zero	Yes	Zero Cost Recovery
Monday - Sunday (6:30am-7pm) 2 - 2.5 hours	per time limit	\$11.50	\$12.50	Yes	Market Based Pricing
Monday - Sunday (6:30am-7pm) 2.5 - 3 hours	per time limit	\$14.50	\$15.50	Yes	Market Based Pricing
Monday - Sunday (6:30am-7pm) 3 - 3.5 hours	per time limit	\$19.00	\$20.00	Yes	Market Based Pricing
Monday - Sunday (6:30am-7pm) 3.5 - 4 hours	per time limit	\$22.50	\$24.00	Yes	Market Based Pricing
Monday - Sunday (6:30am-7pm) 4 - 5 hours	per time limit	\$35.50	\$37.50	Yes	Market Based Pricing
Monday - Sunday (6:30am-7pm) 5+ hours	per time limit	\$48.00	\$50.50	Yes	Market Based Pricing
Late Night Worker - flat fee everyday. Entry after 5pm, exit before 6:30am. Normal fees and charges apply from 6:30am the following day.	each	\$5.50	\$5.50	Yes	Market Based Pricing
Operational commercial vehicle - daily flat fee weekends only	each	\$27.50	\$29.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Top up card and replacement card	each	\$50.00	\$50.00	Yes	Market Based Pricing
Manly National only - early bird - in by 9am out after 3pm Mon-Fri	per time limit	\$24.00	\$25.50	Yes	Market Based Pricing
Parking - Whistler Street, Peninsula, Pacific Waves and Manly National Parking Stations - Evening Rates					
Every day - evening 7pm-12 midnight (flat rate fee)	per time limit	\$5.50	\$5.50	Yes	Market Based Pricing
Overnight rate - all parking stations (including exiting after midnight Friday - Saturday Whistler Street only)	per time limit	\$5.50	\$5.50	Yes	Market Based Pricing
Additional after hours charge for release of vehicles locked in the parking station - charged by the Security Company	per occasion	At Cost	At Cost	Yes	Full Cost Recovery
Every day - evening 7pm-12 midnight (flat rate fee)	per time limit	\$5.50	\$5.50	Yes	Market Based Pricing
Parking - Whistler Street, Peninsula, Pacific Waves and Manly National Parking Stations - Prepaid Accounts					
2 days per week (monthly)	per month	\$104.00	10% reduction for low emission vehicles (electric and hybrid only) \$113.00	Yes	Market Based Pricing
2 days per week (yearly)	per year	\$1,231.00	10% reduction for low emission vehicles (electric and hybrid only) \$1,352.00	Yes	Market Based Pricing
3 days per week (monthly)	per month	\$155.00	10% reduction for low emission vehicles (electric and hybrid only) \$169.00	Yes	Market Based Pricing
3 days per week (yearly)	per year	\$1,845.00	10% reduction for low emission vehicles (electric and hybrid only) \$2,028.00	Yes	Market Based Pricing
4 days per week (monthly)	per month	\$206.00	10% reduction for low emission vehicles (electric and hybrid only) \$225.00	Yes	Market Based Pricing
4 days per week (yearly)	per year	\$2,460.00	10% reduction for low emission vehicles (electric and hybrid only) \$2,704.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
5 days (Mon-Fri) (monthly)	per month	\$257.00 10% reduction for low emission vehicles (electric and hybrid only)	\$282.00	Yes	Market Based Pricing
5 days (Mon-Fri) (yearly)	per year	\$3,075.00 10% reduction for low emission vehicles (electric and hybrid only)	\$3,380.00	Yes	Market Based Pricing
7 days (Mon-Sun) (monthly)	per month	\$411.00 10% reduction for low emission vehicles (electric and hybrid only)	\$451.00	Yes	Market Based Pricing
7 days (Mon-Sun) (yearly)	per year	\$4,918.00 10% reduction for low emission vehicles (electric and hybrid only)	\$5,408.00	Yes	Market Based Pricing
Overnight Access fob - Manly National only	per instance	\$50.00	\$50.00	Yes	Partial Cost Recovery
Overnight Access fob - Manly National only - Replacement of lost or damaged fob	per instance	\$50.00	\$50.00	Yes	Partial Cost Recovery
Parking - Whistler Street, Peninsula, Pacific Waves and Manly National Parking Stations - Prepaid Accounts - Motorcycles (applicable only in motorcycle designated areas)					
2 days per week (Monthly)	each	\$50.00	\$52.80	Yes	Market Based Pricing
3 days per week (Monthly)	each	\$75.00	\$80.00	Yes	Market Based Pricing
4 days per week (Monthly)	each	\$101.00	\$107.00	Yes	Market Based Pricing
5 days per week (Monthly)	each	\$126.00	\$134.00	Yes	Market Based Pricing
7 days per week (Monthly)	each	\$201.00	\$213.00	Yes	Market Based Pricing
2 days per week (yearly)	each	\$600.00	\$634.00	Yes	Market Based Pricing
3 days per week (yearly)	each	\$900.00	\$951.00	Yes	Market Based Pricing
4 days per week (yearly)	each	\$1,199.00	\$1,267.00	Yes	Market Based Pricing
5 days per week (yearly)	each	\$1,499.00	\$1,583.00	Yes	Market Based Pricing
7 days per week (yearly)	each	\$2,398.00	\$2,533.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Parking Permit Scheme Manly					
1st permit - residential/ multi-use	per permit	\$50.00	\$53.00	No	Partial Cost Recovery
1st permit - residential / multiuse - Concession	per permit	\$25.00	\$26.50	No	Partial Cost Recovery
2nd permit - residential/ multi-use	per permit	\$110.00	\$117.00	No	Full Cost Recovery
2nd permit - residential / multiuse - Concession	per permit	\$55.00	\$58.50	No	Partial Cost Recovery
3rd permit - residential/ multi-use	per permit	\$110.00	\$117.00	No	Market Based Pricing
4th permit - residential/ multi-use (Extenuating circumstances only)	per permit	\$280.00	\$296.00	No	Market Based Pricing
Special issue not for profit organisation permit	per permit	\$26.00	\$28.00	No	Partial Cost Recovery
Replacement of multi-use permit	per permit	\$230.00	\$243.00	No	Full Cost Recovery
Business permit	per permit	\$230.00	\$243.00	No	Market Based Pricing
Car share permit	per permit	\$230.00	\$243.00	No	Market Based Pricing
Support worker permit	per permit	\$52.00	\$55.00	No	Partial Cost Recovery
Parking Permits - Beach					
Ratepayer permits 1 September - 31 August. The first two permits are free	per permit			No	Zero Cost Recovery
Additional ratepayer permits - 1 September - 31 August (Max. of two)	per permit	\$236.00	\$250.00	No	Partial Cost Recovery
Resident permits 1 September - 31 August (Max. of two)	per permit	\$236.00	\$250.00	No	Partial Cost Recovery
Ratepayer/residents permits (half-yearly) from 1 March to 31 August (Max. of two)	per permit	\$119.00	\$126.00	No	Partial Cost Recovery
Replacement of lost, damaged or discarded permits 1 September - 31 August	per permit	\$119.00	\$126.00	No	Partial Cost Recovery
Replacement permits for new vehicle/windscreen or damaged permits 1 September - 31 August	per permit	\$119.00	\$126.00	No	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Parking Permits - Church Point Reserve & Precinct					
LGA Residents only full year permits - from 1 September to 31 August - there is no guaranteed space	per permit	\$586.00	\$619.00	No	Market Based Pricing
LGA Residents only full year permits - Concession - from 1 September to 31 August - there is no guaranteed space	per permit	\$277.00	\$309.50	No	Market Based Pricing
Non-residents (outside of LGA) only full year permits - from 1 September to 31 August - there is no guaranteed space	per permit	\$1,193.00	\$1,260.00	No	Market Based Pricing
LGA Residents only half yearly permits - from 1 March to 31 August - there is no guaranteed space	per permit	\$293.00	\$310.00	No	Market Based Pricing
LGA Residents only half yearly permits - Concession - from 1 March to 31 August - there is no guaranteed space	per permit	\$138.50	\$155.00	No	Market Based Pricing
Non-residents (outside of LGA) only half yearly permits - from 1 March to 31 August - there is no guaranteed space	per permit	\$597.00	\$631.00	No	Market Based Pricing
Church Point carpark reserved parking space (Coupon) by direct debit or invoice	per space per annum	\$5,772.00	\$6,108.00	Yes	Market Based Pricing
Church Point carpark reserved parking space (Coupon) by direct debit or invoice	per space per month	\$482.00	\$509.00	Yes	Market Based Pricing
Replacement / temporary permit	per permit	\$30.00	\$32.00	No	Market Based Pricing
Replacement coupon fee/temporary coupon fee	per permit	\$25.00	\$25.00	Yes	Market Based Pricing
Bollard key replacement bond	per key	\$200.00	\$200.00	No	Full Cost Recovery
Parking Permits - Postage and Handling					
Postage and handling	per occasion	\$13.00	\$14.00	Yes	Full Cost Recovery
Parking Permits - Rowland Reserves, Woorak Reserves and Iluka Park					
Full year permit - 1 September - 31 August	per permit	\$204.00	\$216.00	No	Partial Cost Recovery
Half yearly permit - from 1 March to 31 August	per permit	\$103.00	\$109.00	No	Partial Cost Recovery
Full year permit - Concession - 1 September - 31 August	per permit		\$108.00	No	Partial Cost Recovery
Half yearly permit - Concession - from 1 March to 31 August	per permit		\$54.50	No	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Parking Permits - Western Foreshore					
Replacement Permit - new vehicle, windscreen, lost and temporary permits	per permit	\$28.00	\$28.00	No	Partial Cost Recovery
Parking Permit - Full year - Only available to property owners or tenants from Great Mackerel Beach and Coasters Retreat	per permit	\$47.00	\$47.00	No	Partial Cost Recovery
Permit To Stand Plant on Council Road Reserve					
Application fee when application lodged more than 2 business days prior to permit being required	per application	\$211.00	\$223.00	No	Full Cost Recovery
Additional urgency fee for applications lodged within 2 business days of date permit is required	per application	\$419.00	\$443.00	No	Full Cost Recovery
Rental rate (per lane x per day or part thereof)	per day per lane	\$299.00	\$316.00	No	Full Cost Recovery
Restoration Charges					
Late fee where permit not obtained before road opened or inadequate permit obtained	each	\$937.00	\$990.00	No	Full Cost Recovery
Restoration Charges - Footpaths and Driveways					
The Corso and Manly CBD only. This fee is charged in addition to the standard "Segmental Paving - Lay Only" rate where specialised paving is required.	per square metre	\$259.00	\$274.00	No	Full Cost Recovery
Cement concrete footpath - 1-3 m2 (1.5 m2 min.)	per square metre	\$507.00	\$536.00	No	Full Cost Recovery
Cement concrete footpath - 3-10 m2	per square metre	\$402.00	\$425.00	No	Full Cost Recovery
Cement concrete footpath - 10-50 m2	per square metre	\$292.00	\$309.00	No	Full Cost Recovery
Cement concrete footpath - > 50 m2	per square metre	\$203.00	\$215.00	No	Full Cost Recovery
Commercial/CBD Pavers/Shopping Centres/Restaurant precincts - charge in addition to the standard Segmental Paving - Lay Only rate	per square metre	\$231.00	\$244.00	No	Full Cost Recovery
Concrete commercial/industrial driveways - 0-5 sqm per m2 (1 m2 min.)	per square metre	\$761.00	\$804.00	No	Full Cost Recovery
Concrete commercial/industrial driveways - greater than 5 m2 per m2	per square metre	\$629.00	\$665.00	No	Full Cost Recovery
Concrete residential driveways, multi-occupancy units - 0-5 sqm per m2 (1 m2 min.)	per square metre	\$708.00	\$748.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Concrete residential driveways, multi-occupancy units - greater than 5 m2 per m2	per square metre	\$565.00	\$597.00	No	Full Cost Recovery
Formed or grassed area per m2	per square metre	\$194.00	\$205.00	No	Full Cost Recovery
Segmental Paving - Lay only (Original Pavers returned to Council on pallet) - paving including 30mm sand bedding and 75mm concrete base. - 1 -3 m2	per square metre	\$861.00	\$910.00	No	Full Cost Recovery
Segmental Paving - Lay only (Original Pavers returned to Council on pallet) - paving including 30mm sand bedding and 75mm concrete base. - 3 - 10 m2	per square metre	\$639.00	\$675.00	No	Full Cost Recovery
Segmental Paving - Lay only (Original Pavers returned to Council on pallet) - paving including 30mm sand bedding and 75mm concrete base. - 10 - 50 m2	per square metre	\$487.00	\$515.00	No	Full Cost Recovery
Segmental Paving - Lay only (Original Pavers returned to Council on pallet) - paving including 30mm sand bedding and 75mm concrete base. - >50 m2 negotiation	per square metre	\$451.00	\$477.00	No	Full Cost Recovery
Segmental Paving - Supply & Lay paving including 30mm sand bedding and 75mm concrete base - 1 - 3 m2	per square metre	\$1,205.00	\$1,273.00	No	Full Cost Recovery
Segmental Paving - Supply & Lay paving including 30mm sand bedding and 75mm concrete base - 3 - 10 m2	per square metre	\$737.00	\$779.00	No	Full Cost Recovery
Segmental Paving - Supply & Lay paving including 30mm sand bedding and 75mm concrete base - 10-50 m2	per square metre	\$593.00	\$627.00	No	Full Cost Recovery
Segmental Paving - Supply & Lay paving including 30mm sand bedding and 75mm concrete base - >50 m2 negotiation	per square metre	\$557.00	\$589.00	No	Full Cost Recovery
Concrete Shared Pathway (130mm thick slab >2.5m wide with SL72 mesh) - 1-3 sqm (1.5 sqm min.)	per square metre	\$624.00	\$659.00	No	Full Cost Recovery
Concrete Shared Pathway (130mm thick slab >2.5m wide with SL72 mesh) - 3-10 sqm	per square metre	\$494.00	\$522.00	No	Full Cost Recovery
Concrete Shared Pathway (130mm thick slab >2.5m wide with SL72 mesh) - 10-50 sqm	per square metre	\$358.80	\$379.00	No	Full Cost Recovery
Concrete Shared Pathway (130mm thick slab >2.5m wide with SL72 mesh) - >50 sqm	per square metre	\$249.60	\$264.00	No	Full Cost Recovery
Concrete kerb/pram ramp (to NBC standards)	each	\$3,000.00	\$3,168.00	No	Full Cost Recovery
Top Soil and Grass Seed	per square metre	\$85.00	\$90.00	No	Full Cost Recovery
Restoration Charges - Kerb and Gutter					
Drainage pit lintels (including 1.8m-3.6m)	each	Cost plus 10%	Cost plus 10%	No	Full Cost Recovery
Kerb and Gutter - 1-3 m (Minimum 1 linear metre)	per linear metre	\$666.00	\$704.00	No	Full Cost Recovery
Kerb and gutter - 3-10 m2	per linear metre	\$595.00	\$629.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Kerb and Gutter - 10-50 m2	per linear metre	\$564.00	\$596.00	No	Full Cost Recovery
Kerb and gutter 50 m2 negotiation (cost plus)	per linear metre	\$514.00	\$543.00	No	Full Cost Recovery
Restoration Charges - Roads					
High Traffic Locations Surcharge (CBD/Commercial Centres, Regional or State Roads)	each	Cost plus 10%	Cost plus 10%	No	Full Cost Recovery
Line Marking Establishment Cost	each	\$1,500.00	\$1,584.00	No	Full Cost Recovery
Plant Opening Fee (Concrete or Asphalt Plants)	each	\$2,500.00	\$2,640.00	No	Full Cost Recovery
Work outside normal hours (e.g night works, weekend work)	per hour	\$500.00	\$528.00	No	Full Cost Recovery
Hot mix asphaltic concrete on fine crushed rock (50mm min AC DGB) - 1 - 5 per m2 - Cost recoveries - allowing for 100mm min AC due to Pavement defects	per square metre	\$463.00	\$489.00	No	Full Cost Recovery
Hot mix asphaltic concrete on fine crushed rock (50mm min AC DGB) - 5 - 25 per m2 - Cost recoveries - allowing for 100mm min AC due to Pavement defects	per square metre	\$364.00	\$385.00	No	Full Cost Recovery
Hot mix asphaltic concrete on fine crushed rock (50mm min AC DGB) - 25 - 50 per m2 - Cost recoveries - allowing for 100mm min AC due to Pavement defects	per square metre	\$259.00	\$274.00	No	Full Cost Recovery
Hot mix asphaltic concrete on fine crushed rock (50mm min AC DGB) - 50 - 150 per m2 - Cost recoveries - allowing for 100mm min AC due to Pavement defects	per square metre	\$231.00	\$244.00	No	Full Cost Recovery
Hot mix asphaltic concrete on fine crushed rock (50mm min AC DGB) - > 150 (or neg at cost plus 20%) per m2 - Cost recoveries - allowing for 100mm min AC due to Pavement defects	per square metre	\$190.00	\$201.00	No	Full Cost Recovery
Line marking	per square metre	Cost plus 10%	Cost plus 10%	No	Full Cost Recovery
Traffic control - additional charges as determined by Council	per site	Cost plus 10%	Cost plus 10%	No	Full Cost Recovery
Unsealed shoulders	per square metre	Cost plus 10%	Cost plus 10%	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Restoration Charges - Saw Cutting					
Saw cutting	per metre	\$43.50	\$45.90	No	Full Cost Recovery
Restoration Charges - Utility Authorities only					
Work quality sign off inspection fee	per location	\$153.00	\$200.00	No	Full Cost Recovery
Quotation scoping and work quality sign off fee	per location	\$228.00	\$305.00	No	Full Cost Recovery
Restorations - fixed price quotations for repairs to Council assets	per location	Fixed price - cost plus 10%	Fixed price - cost plus 10%	No	Full Cost Recovery
Road Act Approval - Minor Encroachments					
Application for minor encroachments (private works and minor structures) on Road Reserve not associated with a Development Application	per application	\$242.00	\$300.00	No	Full Cost Recovery
Road Openings - Permit Fees					
Road Opening Permit Fee (Utility Authorities excepted) in addition to required restoration fees	per location	\$323.00	\$358.00	No	Full Cost Recovery
Road Works Inspection					
Additional site inspections - 1 inspection	per inspection	\$228.00	\$200.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Scotland Island Access Permit					
Access Permit - Permitted Service vehicle	per day	Free Trial	Free Trial	No	Zero Cost Recovery
Access Permit - Resident vehicle - 30 November to 29 November	per permit	Free Trial	Free Trial	No	Zero Cost Recovery
Storage and materials on footpaths and road reserve					
Rental rate for storage of materials on a footpath or public road reserve	per square metre per week	\$37.10	\$37.10	No	Partial Cost Recovery
Stand container, work shed or building materials on footpath or public road reserve related to development activities	per application	\$229.00	\$242.00	No	Full Cost Recovery
Late fee (additional fee) for container/work shed permit (container/work shed delivered prior to obtaining permit)	per application	\$1,023.00	\$1,081.00	No	Partial Cost Recovery
Street Renaming					
New road naming (signposting additional as per fees and charges)	per location	\$1,643.00	\$1,736.00	No	Full Cost Recovery
Road renaming (renaming of existing street including consultation and statutory processes)	per location	\$2,024.00	\$2,138.00	No	Full Cost Recovery
Traffic Control/Traffic Management					
Application to apply traffic control plan	per application	\$306.00	\$324.00	No	Full Cost Recovery
Assessment of full road closure and associated traffic management plan	per application	\$528.00	\$558.00	No	Full Cost Recovery
Traffic Facilities - Safety Mirror					
Application fee	per application	\$878.00	\$928.00	No	Full Cost Recovery
Installation fee for standard 450mm mirror	per application	\$1,200.00	\$1,268.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Works Contribution - Contribution by adjoining owners towards 1/2 cost of works under Sec 217 Roads Act					
Kerb and Gutter - primary frontage	per metre	\$395.00	\$418.00	No	Market Based Pricing
Kerb and Gutter - secondary frontage	per metre	\$200.00	\$212.00	No	Partial Cost Recovery
Workzone Primary Zone					
Workzone Primary Zone application fee	per application	\$1,533.00	\$1,619.00	No	Partial Cost Recovery
Rental charge - Workzone Primary Zone rental fee	per metre per week	\$49.80	\$52.60	No	Partial Cost Recovery
Workzone Standard					
Workzone Standard Zone application fee	per application	\$1,023.00	\$1,081.00	No	Partial Cost Recovery
Rental charge - Workzone Standard Zone rental fee	per metre per week	\$33.30	\$35.20	No	Partial Cost Recovery
Parks & Recreation					
Access over/working on Reserves					
Access over reserve only - not for profit purpose - low impact vehicles only - per week	per week	\$65.00	\$70.00	Yes	Market Based Pricing
Access over reserve only - commercial purpose - low impact vehicles only - per week	per week		\$210.00	Yes	Market Based Pricing
Hire fee for access, use and occupation of a reserve - including on-site storage or compound - per venue - not for profit purpose, waived for sports groups in LGA	per week		\$100.00	Yes	Market Based Pricing
Hire fee per week for access, use and occupation of a reserve - including on-site storage or compound - per venue - commercial purpose	per week		\$300.00	Yes	Market Based Pricing
Hire fee per month (4 weeks) for access, use and occupation of a reserve - not for profit purpose - waived for sports groups in LGA	per month	\$280.00	Deleted Fee	Yes	Market Based Pricing
Hire fee per month (4 weeks) for access, use and occupation of a reserve - commercial purposes	per month	\$815.00	Deleted Fee	Yes	Market Based Pricing
Storage on a reserve - not for profit user	per week		\$50.00	Yes	Market Based Pricing
Storage on a reserve - commercial user	per week		\$150.00	Yes	Market Based Pricing
Site inspections - pre and post inspections for management of bonds related to access/ working on the reserve/ vehicle access - as determined by Council	per application	\$155.00	\$164.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Bollards - unlocking at commercial centre locations - 6am to 3pm weekdays	per instance		\$145.00	Yes	Full Cost Recovery
Bollards - unlocking at commercial centre locations - 3pm to 6am weekdays and any time on weekends	per instance		\$100.00	Yes	Full Cost Recovery
Annual permit - providing access to or working on reserve throughout the year - as determined by Council	per year		Fee(s) to be determined upon assessment of application	Yes	Partial Cost Recovery
Administration and Ancillary Fees					
Assessment - third party commercial provider - not for profit - smaller casual events - includes mobile food vans and caterers, amusement devices and games and kindy farms etc - as determined by Council	per booking	\$50.00	\$53.00	Yes	Partial Cost Recovery
Assessment - third party commercial provider - for commercial or larger events - includes mobile food vans and caterers, fireworks, amusement devices and games and animals etc - as determined by Council	per item		\$150.00	Yes	Partial Cost Recovery
Additional administration (including cancellations, late applications, alterations and additional requests for approved bookings and permits) - as determined by Council	per hour	\$47.80	\$51.00	Yes	Market Based Pricing
Urgent assessment - larger events less than 2 weeks notice - non- refundable			\$100.00	Yes	Partial Cost Recovery
Service Provision Fee - includes facility and ground preparation before and/or after the event as determined by Council	per hour	Fee(s) based on cost of service plus 10%	Fee(s) based on cost of service plus 10%	Yes	Full Cost Recovery
Call out (weekend, public holidays, after hours)	per instance	\$433.00	\$458.00	Yes	Full Cost Recovery
Recovery of costs of utilities, additional services and cleaning related to usage of open space	per booking	Cost plus 10%	Fee(s) based on cost of service plus 10%	Yes	Full Cost Recovery
Site inspections - for management of bonds related to vehicle access and infrastructure on the reserve - as determined by Council	per booking		\$164.00	Yes	Full Cost Recovery
Cancellation fee - if booking cancelled 3-10 business days prior to the booking	per booking		50% of venue hire fee	Yes	Partial Cost Recovery
Cancellation fee - if booking cancelled 2 days business days or less prior to the booking	per booking		100% of venue hire and service fee	Yes	Partial Cost Recovery
Power - use of power at Council sites (unless the site is already metered)	per hour	\$8.00	\$10.00	Yes	Partial Cost Recovery
Cancellation fee for confirmed wedding - if cancelled between 3 months and 11 business days prior to the booking.	per booking		25% of venue hire fee	Yes	Partial Cost Recovery
Site meetings - when staff are requested to attend a meeting related to the use of an Open Space booking request - as determined by Council	per visit		Fee(s) based on cost of service plus 10%	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Banner Hire					
Banner hire at Council managed sites- not for profit purpose (maximum two week booking)	per site	\$49.00	\$60.00	Yes	Partial Cost Recovery
Banner hire at selected Council managed sites - commercial purpose (maximum two week booking)	per site	\$150.00	\$250.00	Yes	Partial Cost Recovery
Beach Services					
Hourly Rate for hire of staff for events - weekday	per hour per staff member	\$71.00	\$75.00	Yes	Partial Cost Recovery
Hourly Rate for hire of staff for events - weekend	per hour per staff member	\$91.00	\$97.00	Yes	Partial Cost Recovery
Jet ski daily rate for hire	per day	\$259.00	\$274.00	Yes	Partial Cost Recovery
Bonds					
Key bond - temporary use of a key for selected Council venues	each	Bond for temporary use of a key for selected Council venues. Determined on application. Bond based on cost of replacing key(s) and or lock(s).	Bond for temporary use of a key for selected Council venues. Determined on application. Bond based on cost of replacing key(s) and/or lock(s).	No	Full Cost Recovery
Bond to cover damage to reserve as part of a booking	per booking	Bond to be determined upon assessment of application based on potential impact on Council assets.	Bond to be determined upon assessment of application based on potential impact on Council assets.	No	Full Cost Recovery
Commercial Activations - onsite activations and product launches, samplings and giveaways					
Commercial activation - Low impact (as determined by Council)	per hour	\$106.00	\$112.00	Yes	Partial Cost Recovery
Commercial activation - Medium impact (as determined by Council)	per hour	\$212.00	\$224.00	Yes	Partial Cost Recovery
Commercial activation - High impact (as determined by Council)	per hour	\$423.00	\$447.00	Yes	Partial Cost Recovery
Activations and promotional activities - in a commercial/town centre - local businesses based in or within vicinity of centre	per hour	\$45.00	\$48.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Commercial Activities Permits					
Commercial activities - for extended period (less than 12 months in any one instance) of a complex, large and significant nature - as determined by Council	per booking		Fee(s) to be determined upon assessment of application	Yes	Partial Cost Recovery
Commercial Activities Permits 12 months					
Commercial food truck - 12 months (1 August - 31 July) - Low impact	per year		\$2,750.00	Yes	Partial Cost Recovery
Commercial food truck - 12 months (1 August - 31 July) - Medium impact	per year		\$4,000.00	Yes	Partial Cost Recovery
Commercial food truck - 12 months (1 August - 31 July) - High impact	per year		\$5,500.00	Yes	Partial Cost Recovery
Regular commercial activities in Council open space - 12 months (1 August - 31 July) - Ultra low impact	per year	\$600.00	\$720.00	Yes	Partial Cost Recovery
Regular commercial activities in Council open space - 12 months (1 August - 31 July) - Low impact	per year	\$601 to \$1,400 as assessed	\$721 to \$1,1560 as assessed	Yes	Partial Cost Recovery
Regular commercial activities on Council open space - 12 months (1 August - 31 July) - Medium impact	per year	\$1,401 to \$2,600 as assessed	\$1,561 to \$3,240 as assessed	Yes	Partial Cost Recovery
Regular commercial activities on Council open space- 12 months (1 August - 31 July) - High impact	per year	\$2,601 to \$4,900 as assessed	\$3,241 to \$4,920 as assessed	Yes	Partial Cost Recovery
Regular commercial activities on Council open space - 12 months (1 August - 31 July) - Major impact	per year		\$4,921 to \$7,800 as assessed	Yes	Partial Cost Recovery
Regular commercial activities on Council open space- 12 months (1 August - 31 July) - Significant impact	per year	\$4,901 to \$9,300 as assessed	\$7,801 to \$9480 as assessed	Yes	Partial Cost Recovery
Commercial Activities Permits for less than 12 months					
Commercial food truck - per month - Low impact	per month		\$230.00	Yes	Partial Cost Recovery
Commercial food truck - per month - Medium impact	per month		\$335.00	Yes	Partial Cost Recovery
Commercial food truck - per month - High impact	per month		\$460.00	Yes	Partial Cost Recovery
Commercial activities - per month - Ultra low impact	per month	\$50.00	\$60.00	Yes	Partial Cost Recovery
Commercial activities - per month - Low impact	per month	\$117.00	\$130.00	Yes	Partial Cost Recovery
Commercial activities - per month - Medium impact	per month	\$217.00	\$270.00	Yes	Partial Cost Recovery
Commercial activities - per month - High impact	per month	\$408.00	\$410.00	Yes	Partial Cost Recovery
Commercial activities - per month - Major impact	per month		\$650.00	Yes	Partial Cost Recovery
Commercial activities - per month - Significant impact	per month	\$775.00	\$790.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Regular commercial sports activities - per term - Low impact	per quarter		\$1,500.00	Yes	Partial Cost Recovery
Regular commercial sports activities - per term - Medium impact	per quarter		\$3,000.00	Yes	Partial Cost Recovery
Regular commercial sports activities - per term - High impact	per quarter		\$750.00	Yes	Partial Cost Recovery
Commercial Markets					
Commercial markets - 50 stalls & under	per day	\$1,049.00	\$1,108.00	Yes	Market Based Pricing
Commercial markets - 51 to 100 stalls	per day	\$1,743.00	\$1,841.00	Yes	Market Based Pricing
Commercial markets - 101+ stalls	per day	\$2,639.00	\$2,787.00	Yes	Market Based Pricing
Filming and Photography					
Application processing - non refundable	per application	\$160.00	\$169.00	No	Partial Cost Recovery
Filming fee - Ultra low impact	per booking	Zero	Zero	No	Legislative Requirements (Regulatory)
Filming fee - Low impact	per booking	\$150.00	\$150.00	No	Legislative Requirements (Regulatory)
Filming fee - Medium impact	per booking	\$300.00	\$300.00	No	Legislative Requirements (Regulatory)
Filming fee - High impact	per booking	\$500.00	\$500.00	No	Legislative Requirements (Regulatory)
News/current affairs/educational/community service/student	per booking	Zero	Zero	No	Legislative Requirements (Regulatory)
Medium scale filming permit - extended period (as assessed) - per week	per week	\$815.00	\$861.00	No	Partial Cost Recovery
Large scale filming permit - extended period (as assessed) - per week	per week	\$1,141.00	\$1,205.00	No	Partial Cost Recovery
Low impact filming permit - extended period (as assessed) - per week	per week		\$250.00	No	Partial Cost Recovery
Facility hire for filming - buildings and facilities without a specific hire fee - not for profit	per hour		\$30.00	No	Partial Cost Recovery
Facility hire for filming - buildings and facilities without a specific hire fee - commercial	per hour		\$90.00	No	Partial Cost Recovery
Urgent assessment - not for profit - within 3 business days of activity - non refundable	per application		\$50.00	No	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Urgent assessment - commercial - within 3 business days of activity - non refundable	per application		\$150.00	No	Partial Cost Recovery
Annual filming permit - ongoing/ regular filming permit - as assessed by Council	per application		Fee(s) to be determined upon assessment of application	Yes	Partial Cost Recovery
Commercial Photography - use of venue for business purposes (Family and group photos, artistic shots) - Low Impact - as assessed by Council	per day		\$150.00	Yes	Partial Cost Recovery
Commercial Photography - use of venue for business purposes - (Family and group photos, artistic shots) - Medium Impact - as assessed by Council	per day		\$300.00	Yes	Partial Cost Recovery
Commercial Photography - use of venue for business purposes (Family and group photos, artistic shots) - High Impact	per day		\$500.00	Yes	Partial Cost Recovery
Major Events, Special Events					
ANZAC Day, Remembrance Day and related events	per booking	Zero	Zero	Yes	Zero Cost Recovery
Christmas related events open to the community hosted by groups based in the LGA excludes major, significant events - includes selling christmas trees - (as determined by Council)	per booking	Zero	Zero	Yes	Zero Cost Recovery
Minor scale event	per day	Range \$1,000 to \$10,000 as assessed	Range \$1,000 to \$10,000 as assessed	Yes	Partial Cost Recovery
Medium scale event	per day	Range \$10,001 to \$20,200 as assessed	Range \$10,001 to \$20,200 as assessed	Yes	Partial Cost Recovery
Major scale event	per day	Range \$20,201 to \$28,500 as assessed	Range \$20,201 to \$28,500 as assessed	Yes	Partial Cost Recovery
Significant scale event	per booking	Fee(s) to be determined upon assessment of application	Fee(s) to be determined upon assessment of application	Yes	Partial Cost Recovery
Initial assessment of new large scale events - commercial user - payment requested prior to assessment	per request		\$150.00	Yes	Partial Cost Recovery
Manly Dam and Stony Range Botanic Garden					
Manly Dam - Hire of uncovered picnic table	per day	\$50.00	\$53.00	Yes	Partial Cost Recovery
Manly Dam - Hire of covered picnic table	per day	\$75.00	\$80.00	Yes	Partial Cost Recovery
Manly Dam - Events - Not for profit user - per area	per hour	\$42.00	\$45.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Manly Dam - Events - Commercial user - per area	per hour	\$90.00	\$135.00	Yes	Partial Cost Recovery
Manly Dam - Camping - Not for profit only	per booking		\$100.00	Yes	Partial Cost Recovery
Stony Range - building hire - Not for profit user	per hour	\$17.00	\$29.00	Yes	Partial Cost Recovery
Stony Range - building hire - Commercial user	per hour	\$32.00	\$81.00	Yes	Partial Cost Recovery
Memorial					
Installation of plaque on existing seat	each	\$742.00	\$784.00	No	Full Cost Recovery
Installation of Olympic Plaque (Manly)	each	\$1,873.00	\$1,978.00	No	Full Cost Recovery
Installation of plaque, seat	each	\$3,029.00	\$3,199.00	No	Full Cost Recovery
Installation of plaque, seat & concrete slab	each	\$4,995.00	\$5,275.00	No	Full Cost Recovery
Netball and Basketball Courts					
Netball/ Basketball court - School or local sports club - Per court	per hour		\$8.00	Yes	Partial Cost Recovery
Netball/ Basketball court - Not for profit user - Per court	per hour	\$7.00	\$10.50	Yes	Partial Cost Recovery
Netball/ Basketball court - Commercial user - Per court	per hour	\$12.00	\$18.00	Yes	Partial Cost Recovery
Open spaces - use of - including parks, reserves, beaches, rock pools, sportsgrounds					
Open space hire - Not for profit user - per venue/ field - (excludes major and significant events and promotional activations)	per hour	\$27.00	\$29.00	Yes	Partial Cost Recovery
Open space hire - Commercial user - per facility/ field - (excludes major and significant events and promotional activations)	per hour	\$81.00	\$86.00	Yes	Partial Cost Recovery
Open space hire - Annual/ seasonal not for profit use - up to 12 months - per venue	per year	\$185.00	\$196.00	Yes	Partial Cost Recovery
Open space hire - Annual/ seasonal not for profit use - up to 12 months - more than one location/ venue - low impact	per year		\$300.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Open space hire - Annual school use - 12 months - per field (includes mini fields) & per one beach location/ rockpool	per year	\$65.00	\$75.00	Yes	Partial Cost Recovery
Open space hire - Circus and carnivals - large scale	per week	\$5,781.00	\$6,105.00	Yes	Full Cost Recovery
Community use - Emergency, medical and defence force - training related not for profit activities	per booking	Zero	Zero	Yes	Zero Cost Recovery
Community use - Beach clean ups and other services directly benefiting the Northern Beaches environment - as determined by Council	per application	Zero	Zero	Yes	Zero Cost Recovery
Community use - Rockpool hire by swimming clubs based in LGA (excludes major, significant events as determined by Council)	per booking	Zero	Zero	Yes	Zero Cost Recovery
Community use - Beach and beach reserve hire only - by local Club and District Surf Life saving group events only - (excludes major, significant events as determined by Council and events operated by third parties and other not for profit groups) - Does not cover any service provision costs and bonds	per booking	Zero	Zero	Yes	Zero Cost Recovery
Community use - Beach and beach reserve hire only - Local surfing/boardrider group events only - (excludes major, significant events as determined by Council and events operated by third parties and non local not for profit related groups) - Does not cover any service provision costs and bonds	per booking	Zero	Zero	Yes	Zero Cost Recovery
Community use - Stalls - Not for profit and charity - ultra low impact (as determined by Council)	per hour	\$9.00	\$10.00	Yes	Partial Cost Recovery
Community use - Pool and beach wheel chair	per booking	Zero	Zero	Yes	Partial Cost Recovery
Open Space hire - school cross country - using more than one venue/ area - includes one backup/ wet weather day	per booking		\$130.00	Yes	Partial Cost Recovery
Regional Facilities and Regional Sporting Grounds					
Regional sporting grounds - Brookvale Park - Entire Council facility booking (including bump in/out) - significant sporting competitions (where tickets are sold for the event). Other costs, such as cleaning, rubbish collection, on-call plumber & on-call electrician will be at the hirer's expense. Note, the hirer will receive all income derived from their usage, including ticket sales (general admission, corporate tickets and memberships), television rights, signage revenue and food and beverage revenue. Fee to be applied as determined by Council.	per booking	Booking Fee \$45,000 + GST. A \$2,000 charge per Booking Period will apply for cost of utilities (including power, floodlighting, water, gas as required) where applicable.	Booking Fee \$45,000 + GST. A \$2,000 charge per Booking Period will apply for cost of utilities (including power, floodlighting, water, gas as required) where applicable.	Yes	Partial Cost Recovery
Regional sporting grounds - Pittwater Rugby Park - equipment storage space - per location	per quarter	\$65.00	\$120.00	Yes	Partial Cost Recovery
Regional sporting grounds - Pittwater Rugby Park - BBQ area only (no entry to function room) - Includes use of the BBQ, with gas provided.	per day	\$100.00	\$100.00	Yes	Partial Cost Recovery
Regional sporting grounds - Manly Oval - hire of premium sportsfield - not for profit user	per hour	\$53.00	\$56.00	Yes	Partial Cost Recovery
Regional sporting grounds - Manly Oval - hire of premium sportsfield - commercial user	per hour	\$159.00	\$168.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Regional sporting grounds - Seasonal major users as per agreement (includes MDCC & MRFC)	per month	\$2,972.00	\$3,139.00	Yes	Partial Cost Recovery
Synthetic sportsfields - not for profit user (excludes major, significant events as determined by Council)	per hour	\$52.00	\$55.00	Yes	Partial Cost Recovery
Synthetic sportsfields - Commercial user (excludes major, significant events as determined by Council)	per hour	\$180.00	\$191.00	Yes	Full Cost Recovery
Synthetic sportsfields - Hire mini synthetic sportsfields - not for profit user - (excludes major, significant events as determined by Council)	per hour	\$26.00	\$27.50	Yes	Partial Cost Recovery
Synthetic sportsfields - Hire mini synthetic sportsfields - commercial user (excludes major, significant events as determined by Council)	per hour	\$90.00	\$96.00	Yes	Partial Cost Recovery
Synthetic sportsfield - Hire synthetic sportsfields - Annual school use - 12 months - per field (includes mini fields)	per year		\$150.00	Yes	Partial Cost Recovery
Turf Wicket - Hire - Not for profit user	per booking	\$704.00	\$744.00	Yes	Partial Cost Recovery
Regional sporting grounds - Brookvale Park - Partial Council facility booking (including bump in/out) - significant sporting competitions (where tickets are sold for the event). Other costs, such as cleaning, rubbish collection, on-call plumber & on-call electrician will be at the hirer's expense. Note, the hirer will receive all income derived from their usage, including ticket sales (general admission, corporate tickets and memberships), television rights, signage revenue and food and beverage revenue. Fee to be applied as determined by Council.	per booking		A Booking Fee is to be determined by Council, based on the user's apportioned usage of the Entire Facility. A \$2,000 charge per Booking Period will apply for cost of utilities (power, floodlighting, water, gas etc.) where applicable.	Yes	Partial Cost Recovery
Turf Wicket - Hire - Commercial user	per booking	\$1,404.00	\$1,483.00	Yes	Full Cost Recovery
Turf Wicket - Preparation	per booking	Cost plus 10%	Cost plus 10%	Yes	Full Cost Recovery
Bare Creek Bike Park - Hire fee for each section of the facility for a major event or commercial use - as determined by Council	per booking	Range \$500 to \$9,500 maximum as assessed	Range \$1,000 to \$9,500 maximum as assessed	Yes	Partial Cost Recovery
Regional sporting grounds - Entire complex - Fee determined upon assessment of application including participant numbers, access and facilities required.	per booking	Fee(s) to be determined upon assessment of application	Fee(s) to be determined upon assessment of application	Yes	Partial Cost Recovery
Regional sporting grounds - Event bump in/bump out - includes other major venues - as determined by Council	per hour	50% of applicable rate	50% of applicable rate	Yes	Partial Cost Recovery
Regional sporting grounds - Hire of community spaces such as function rooms, grandstands, change rooms and amenities - per facility - not for profit user	per hour	\$31.70	\$33.50	Yes	Partial Cost Recovery
Regional sporting grounds - Hire of community spaces such as function rooms, grandstands, change rooms and amenities - per facility - commercial user	per hour	\$53.00	\$56.00	Yes	Partial Cost Recovery
Regional sporting grounds - Lighting fees (for use outside of any Council agreements)	per hour	See fees for sportsground lighting	See fees for sportsground lighting	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Regional sporting grounds - Pittwater Rugby Park & Brookvale Park - hire of premium sportsfield - commercial user	per hour	\$318.00	\$336.00	Yes	Partial Cost Recovery
Regional sporting grounds - Pittwater Rugby Park & Brookvale Park - hire of premium sportsfield - not for profit user	per hour	\$80.00	\$85.00	Yes	Partial Cost Recovery
Seasonal Sportsground User Fees					
Junior Players - Fee for seasonal use of a sportsground by a sports group (including schools) - short season (for an allocation for up to a maximum of 12 weeks)	per player	\$8.90	\$9.40	Yes	Partial Cost Recovery
Junior Players - Fee for seasonal use of a sportsground by a sports group (including schools) - long season (for an allocation up to a maximum of 12 weeks)	per player	\$14.80	\$15.60	Yes	Partial Cost Recovery
Senior Players - Fee for seasonal use of a sportsground by a sports group - (including schools) - short season (up to a maximum of 12 weeks)	per player	\$12.00	\$12.70	Yes	Partial Cost Recovery
Senior Players - Fee for seasonal use of a sportsground by a sports group - (including schools) - long season (more than 12 weeks)	per player	\$20.00	\$21.10	Yes	Partial Cost Recovery
Sportsground Lighting Fees					
Allambie Heights Oval - Field 1 - F1	per hour or part thereof	\$9.90	\$10.50	Yes	Partial Cost Recovery
Aquatic Reserve No.1 Baseball - Infield - F1	per hour or part thereof	\$11.80	\$12.50	Yes	Partial Cost Recovery
Aquatic Reserve No.1 Baseball - Batting Pen - F2	per hour or part thereof	\$3.50	\$3.70	Yes	Partial Cost Recovery
Aquatic Reserve No.1 Baseball - Outfield - F3	per hour or part thereof	\$5.80	\$6.10	Yes	Partial Cost Recovery
Ararat Reserve - Field 1 Pole 1 - F1	per hour or part thereof	\$3.10	\$3.30	Yes	Partial Cost Recovery
Ararat Reserve - Field 1 Pole 2 - F2	per hour or part thereof	\$3.00	\$3.20	Yes	Partial Cost Recovery
Ararat Reserve - Field 1 Pole 3 - F3	per hour or part thereof	\$3.00	\$3.20	Yes	Partial Cost Recovery
Ararat Reserve - Field 1 Pole 4 - F4	per hour or part thereof	\$3.00	\$3.20	Yes	Partial Cost Recovery
Avalon Beach Netball - Netball Court South - C1	per hour or part thereof	\$1.90	\$2.00	Yes	Partial Cost Recovery
Avalon Beach Netball - Shared Court North - C2	per hour or part thereof	\$1.90	\$2.00	Yes	Partial Cost Recovery
Avalon Beach Netball - Grass netball court - C3	per hour or part thereof	\$1.90	\$2.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Avalon Beach Netball - Half Court Basketball - C4	per hour or part thereof	\$1.00	\$1.10	Yes	Partial Cost Recovery
Balgowlah Oval - Balgowlah - F1 Low	per hour or part thereof	\$7.70	\$8.10	Yes	Partial Cost Recovery
Balgowlah Oval - Balgowlah - F1 High	per hour or part thereof	\$11.50	\$12.10	Yes	Partial Cost Recovery
Bantry Reserve - Field 1 Low - F1	per hour or part thereof	\$4.50	\$4.80	Yes	Partial Cost Recovery
Bantry Reserve - Field 1 High - F2	per hour or part thereof	\$6.60	\$7.00	Yes	Partial Cost Recovery
Beacon Hill Reserve - Field 1 Low - F4	per hour or part thereof	\$3.40	\$3.60	Yes	Partial Cost Recovery
Beacon Hill Reserve - Field 1 High - F5	per hour or part thereof	\$4.50	\$4.80	Yes	Partial Cost Recovery
Beacon Hill Reserve - Field 2 Low - F1	per hour or part thereof	\$7.90	\$8.30	Yes	Partial Cost Recovery
Beacon Hill Reserve - Field 2 High - F2	per hour or part thereof	\$14.30	\$15.10	Yes	Partial Cost Recovery
Belrose Oval (Bambara Oval) - Field 1 - F1	per hour or part thereof	\$4.90	\$5.20	Yes	Partial Cost Recovery
Beverley Job Park - Field 1 - F1	per hour or part thereof	\$5.40	\$5.70	Yes	Partial Cost Recovery
Beverley Job Park - Field 1 - F1Hi	per hour or part thereof	\$10.90	\$11.50	Yes	Partial Cost Recovery
Boondah multi courts - Courts 3 & 4 North - C1	per hour or part thereof	\$1.90	\$2.00	Yes	Partial Cost Recovery
Boondah multi courts - Courts 1 & 2 South - C2	per hour or part thereof	\$1.90	\$2.00	Yes	Partial Cost Recovery
Boondah multi courts - Basketball Half Court - C3	per hour or part thereof	\$1.90	\$2.00	Yes	Partial Cost Recovery
Boondah Reserve - Field 1 - F1	per hour or part thereof	\$12.30	\$13.00	Yes	Partial Cost Recovery
Boondah Reserve 2,3 & 4 lighting - Zone 1	per hour or part thereof	\$2.30	\$2.40	Yes	Partial Cost Recovery
Boondah Reserve 5 Netball lighting - Zone 1	per hour or part thereof	\$9.10	\$9.60	Yes	Partial Cost Recovery
Boondah Reserve - Fields 6 & 7 - F67	per hour or part thereof	\$2.30	\$2.40	Yes	Partial Cost Recovery
Brookvale Park - Competition East	per hour or part thereof		\$39.80	Yes	Partial Cost Recovery
Brookvale Park - Competition West	per hour or part thereof		\$39.00	Yes	Partial Cost Recovery
Brookvale Park - Grandstand	per hour or part thereof		\$17.30	Yes	Partial Cost Recovery
Brookvale Park - Training East	per hour or part thereof		\$15.60	Yes	Partial Cost Recovery
Brookvale Park - Training West	per hour or part thereof		\$13.80	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Brookvale Park - TV East	per hour or part thereof		\$81.40	Yes	Partial Cost Recovery
Brookvale Park - TV West	per hour or part thereof		\$81.40	Yes	Partial Cost Recovery
Careel Bay - Field 1 - F1	per hour or part thereof	\$9.20	\$9.70	Yes	Partial Cost Recovery
Careel Bay - Field 2 - F2	per hour or part thereof	\$9.20	\$9.70	Yes	Partial Cost Recovery
Careel Bay - Field 3 mini - F3	per hour or part thereof	\$10.90	\$11.50	Yes	Partial Cost Recovery
Collaroy Plateau Park - Field 1 - F1	per hour or part thereof	\$5.00	\$5.30	Yes	Partial Cost Recovery
Collaroy Plateau Park - Field 1 - F1Hi	per hour or part thereof	\$9.90	\$10.50	Yes	Partial Cost Recovery
Collaroy Plateau Park - Cricket Nets - CN	per hour or part thereof	\$4.50	\$4.80	Yes	Partial Cost Recovery
Cromer Park - Cromer 2 synthetic - F2	per hour or part thereof	\$7.60	\$8.00	Yes	Partial Cost Recovery
Cromer Park - Cromer 2 synthetic - F2Hi	per hour or part thereof	\$10.90	\$11.50	Yes	Partial Cost Recovery
Cromer Park - Cromer 345 - F3	per hour or part thereof	\$15.00	\$15.80	Yes	Partial Cost Recovery
Cromer Park - Cromer 345 - F3Hi	per hour or part thereof	\$24.10	\$25.50	Yes	Partial Cost Recovery
David Thomas Reserve - Field 1 - F1	per hour or part thereof	\$4.10	\$4.30	Yes	Partial Cost Recovery
David Thomas Reserve - Field 2 - F2	per hour or part thereof	\$10.90	\$11.50	Yes	Partial Cost Recovery
David Thomas Reserve - Field 3 - F3	per hour or part thereof	\$10.90	\$11.50	Yes	Partial Cost Recovery
David Thomas Reserve - Mini Field - F4	per hour or part thereof	\$5.00	\$5.30	Yes	Partial Cost Recovery
Dee Why Park - Field 1 - F1	per hour or part thereof	\$7.70	\$8.10	Yes	Partial Cost Recovery
Dee Why Park - Field 1 - F1Hi	per hour or part thereof	\$11.50	\$12.10	Yes	Partial Cost Recovery
Dee Why Park - Field 2 - F2	per hour or part thereof	\$3.80	\$4.00	Yes	Partial Cost Recovery
Forestville Park - Field 1 Low - F1	per hour or part thereof	\$7.70	\$8.10	Yes	Partial Cost Recovery
Forestville War Memorial Playing Field lighting - Zone 1	per hour or part thereof	\$1.90	\$2.00	Yes	Partial Cost Recovery
Forestville Park - Field 1 High - F2	per hour or part thereof	\$11.50	\$12.10	Yes	Partial Cost Recovery
Forestville War Memorial Playing Field lighting - Zone 2	per hour or part thereof	\$1.90	\$2.00	Yes	Partial Cost Recovery
Forestville Park - Field 1 Training area - F3	per hour or part thereof	\$3.80	\$4.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Forestville War Memorial Playing Fields - Synthetic 1 & 2 Low - F3	per hour or part thereof	\$14.10	\$14.90	Yes	Partial Cost Recovery
Forestville War Memorial Playing Fields - Synthetic 1 & 2 High - F4	per hour or part thereof	\$27.40	\$28.90	Yes	Partial Cost Recovery
Forestville War Memorial Playing Fields - Field 3 - F5	per hour or part thereof	\$4.00	\$4.20	Yes	Partial Cost Recovery
Forestville War Memorial Playing Fields - Rugby Field - F6	per hour or part thereof	\$11.80	\$12.50	Yes	Partial Cost Recovery
Forestville War Memorial Playing Fields - Margaret Cliff Courts 456 - F1	per hour or part thereof	\$2.20	\$2.30	Yes	Partial Cost Recovery
Forestville War Memorial Playing Fields - Margaret Cliff Courts 123 - F2	per hour or part thereof	\$2.20	\$2.30	Yes	Partial Cost Recovery
Griffith Park - Field 1 - F1	per hour or part thereof	\$7.90	\$8.30	Yes	Partial Cost Recovery
Harbord Park - Field 1 - F1	per hour or part thereof	\$6.50	\$6.90	Yes	Partial Cost Recovery
Harbord Park - Field 1 - F1Hi	per hour or part thereof	\$9.80	\$10.40	Yes	Partial Cost Recovery
Harbord Park - Field 2 - F2	per hour or part thereof	\$6.50	\$6.90	Yes	Partial Cost Recovery
Harbord Park - Field 2 - F2Hi	per hour or part thereof	\$9.80	\$10.40	Yes	Partial Cost Recovery
Hews Reserve - Field 1 - F1	per hour or part thereof	\$6.50	\$6.90	Yes	Partial Cost Recovery
Hitchcock Park - Training field - F2	per hour or part thereof	\$5.90	\$6.20	Yes	Partial Cost Recovery
Hitchcock Park - Field 1 - F1	per hour or part thereof	\$9.80	\$10.40	Yes	Partial Cost Recovery
J.J. Melbourne Hills Memorial Reserve - BMX race track - F1	per hour or part thereof	\$4.30	\$4.50	Yes	Partial Cost Recovery
J.J. Melbourne Hills Memorial Reserve - BMX race track - F1Hi	per hour or part thereof	\$6.50	\$6.90	Yes	Partial Cost Recovery
J.J. Melbourne Hills Memorial Reserve - BMX pump track - F2	per hour or part thereof	\$1.60	\$1.70	Yes	Partial Cost Recovery
J.J. Melbourne Hills Memorial Reserve - BMX pump track - F2Hi	per hour or part thereof	\$2.70	\$2.90	Yes	Partial Cost Recovery
J.J. Melbourne Hills Memorial Reserve - Equestrian - F3	per hour or part thereof	\$5.00	\$5.30	Yes	Partial Cost Recovery
James Morgan Reserve - Field 1 - F1	per hour or part thereof	\$11.80	\$12.50	Yes	Partial Cost Recovery
John Fisher Park Abbott Road Softball - Diamond 2 Pole 1 - F1	per hour or part thereof	\$2.90	\$1.50	Yes	Partial Cost Recovery
John Fisher Park Abbott Road Softball - Diamond 2 Pole 2 - F2	per hour or part thereof	\$2.90	\$1.50	Yes	Partial Cost Recovery
John Fisher Park Abbott Road Softball - Diamond 1 Pole 3 - F3	per hour or part thereof	\$2.90	\$1.50	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
John Fisher Park Abbott Road Softball - Diamond 1 Pole 4 - F4	per hour or part thereof	\$2.90	\$1.50	Yes	Partial Cost Recovery
John Fisher Park Abbott Road - Field 3 - F3	per hour or part thereof	\$5.90	\$6.20	Yes	Partial Cost Recovery
John Fisher Park Abbott Road - Field 4 - F4	per hour or part thereof	\$11.70	\$12.40	Yes	Partial Cost Recovery
John Fisher Park Abbott Road - Field 5 - F5	per hour or part thereof	\$12.80	\$13.50	Yes	Partial Cost Recovery
John Fisher Park Adam Street Ground - Field 1 - F1	per hour or part thereof	\$1.50	\$1.60	Yes	Partial Cost Recovery
John Fisher Park Denzil Joyce Oval - Field - F3	per hour or part thereof	\$4.00	\$4.20	Yes	Partial Cost Recovery
John Fisher Park Denzil Joyce Oval - Field - F3Hi	per hour or part thereof	\$7.30	\$7.70	Yes	Partial Cost Recovery
John Fisher Park Netball - Courts 2-7 - F1	per hour or part thereof	\$8.00	\$8.50	Yes	Partial Cost Recovery
John Fisher Park Netball - Courts 8-10 - F2	per hour or part thereof	\$4.90	\$5.20	Yes	Partial Cost Recovery
John Fisher Park Netball - Courts 11-16 - F3	per hour or part thereof	\$7.60	\$8.00	Yes	Partial Cost Recovery
John Fisher Park Netball - Courts 17-20 - F4	per hour or part thereof	\$7.60	\$8.00	Yes	Partial Cost Recovery
John Fisher Park Netball - Courts 21-25 - F5	per hour or part thereof	\$6.40	\$6.80	Yes	Partial Cost Recovery
John Fisher Park Netball - Courts 27-28 - F6	per hour or part thereof	\$3.30	\$3.50	Yes	Partial Cost Recovery
John Fisher Park Old Reub Hudson Oval - Old Reub - F1	per hour or part thereof	\$3.30	\$3.50	Yes	Partial Cost Recovery
John Fisher Park Old Reub Hudson Oval - Old Reub - F1Hi	per hour or part thereof	\$5.50	\$5.80	Yes	Partial Cost Recovery
John Fisher Park Reub Hudson Oval - Reub - F2	per hour or part thereof	\$4.00	\$4.20	Yes	Partial Cost Recovery
John Fisher Park Reub Hudson Oval - Reub - F2Hi	per hour or part thereof	\$7.30	\$7.70	Yes	Partial Cost Recovery
John Fisher Park Weldon Oval - Low - F1	per hour or part thereof	\$17.60	\$18.60	Yes	Partial Cost Recovery
John Fisher Park Weldon Oval - High - F2	per hour or part thereof	\$35.80	\$37.80	Yes	Partial Cost Recovery
Keirle Park - Keirle North - F1	per hour or part thereof	\$9.90	\$10.50	Yes	Partial Cost Recovery
Keirle Park - Keirle South - F2	per hour or part thereof	\$7.90	\$8.30	Yes	Partial Cost Recovery
Killarney Heights Oval - Killarney - F1	per hour or part thereof	\$7.20	\$7.60	Yes	Partial Cost Recovery
Killarney Heights Oval - Killarney - F1Hi	per hour or part thereof	\$10.70	\$11.30	Yes	Partial Cost Recovery
Kitchener Park - Field 1 - F1	per hour or part thereof	\$8.50	\$4.50	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Kitchener Park - Field 1 - F1Hi	per hour or part thereof	\$3.80	\$7.70	Yes	Partial Cost Recovery
Kitchener Park - Field 2 - F2	per hour or part thereof	\$6.60	\$4.50	Yes	Partial Cost Recovery
Kitchener Park - Field 2 - F2Hi	per hour or part thereof		\$7.70	Yes	Partial Cost Recovery
L M Grahams Reserve - Low 50 Lux - F1	per hour or part thereof	\$12.50	\$13.20	Yes	Partial Cost Recovery
L M Grahams Reserve - High 100 lux - F2	per hour or part thereof	\$24.00	\$25.30	Yes	Partial Cost Recovery
L M Grahams Reserve - High 200 lux - F3	per hour or part thereof	\$32.70	\$34.50	Yes	Partial Cost Recovery
Lake Park Oval - Field 1 - F1	per hour or part thereof	\$9.20	\$9.70	Yes	Partial Cost Recovery
Lionel Watts Reserve - Field 1 - F1	per hour or part thereof	\$7.30	\$7.70	Yes	Partial Cost Recovery
Lionel Watts Reserve - Field 1 - F1Hi	per hour or part thereof	\$11.00	\$11.60	Yes	Partial Cost Recovery
Lionel Watts Reserve - Field 2 - F2	per hour or part thereof	\$7.30	\$7.70	Yes	Partial Cost Recovery
Lionel Watts Reserve - Field 2 - F2Hi	per hour or part thereof	\$9.20	\$9.70	Yes	Partial Cost Recovery
Lionel Watts Reserve - Synthetic - AFL	per hour or part thereof	\$12.80	\$13.50	Yes	Partial Cost Recovery
Lionel Watts Reserve - Synthetic - AFLHi	per hour or part thereof	\$21.90	\$23.10	Yes	Partial Cost Recovery
Lionel Watts Reserve - Hard Courts West - N1	per hour or part thereof	\$2.90	\$3.10	Yes	Partial Cost Recovery
Lionel Watts Reserve - Hard Courts East - N2	per hour or part thereof	\$2.90	\$3.10	Yes	Partial Cost Recovery
Macfarlane Reserve - Field - F1	per hour or part thereof	\$2.70	\$2.90	Yes	Partial Cost Recovery
Manly Oval - Low - F1	per hour or part thereof	\$8.80	\$9.30	Yes	Partial Cost Recovery
Manly Oval - Lux Level 2 - F2	per hour or part thereof	\$11.70	\$12.40	Yes	Partial Cost Recovery
Manly Oval - Lux Level 3 - F3	per hour or part thereof	\$19.50	\$20.60	Yes	Partial Cost Recovery
Manly Oval - Hi - F4	per hour or part thereof	\$40.90	\$43.20	Yes	Partial Cost Recovery
Manly West Park - Manly - F1	per hour or part thereof	\$5.10	\$5.40	Yes	Partial Cost Recovery
Miller Reserve - Field 1 - F1	per hour or part thereof	\$5.90	\$6.20	Yes	Partial Cost Recovery
Miller Reserve - Field 1 - F1Hi	per hour or part thereof	\$9.80	\$10.40	Yes	Partial Cost Recovery
Miller Reserve - Field 2 - F2	per hour or part thereof	\$5.90	\$6.20	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Miller Reserve - Field 2 - F2Hi	per hour or part thereof	\$9.80	\$10.40	Yes	Partial Cost Recovery
Miller Reserve - Field 3 - F3	per hour or part thereof	\$5.90	\$6.20	Yes	Partial Cost Recovery
Miller Reserve - Field 3 - F3Hi	per hour or part thereof	\$9.80	\$10.40	Yes	Partial Cost Recovery
Miller Reserve - Mini Field - F4	per hour or part thereof	\$7.90	\$8.30	Yes	Partial Cost Recovery
Narrabeen Sports High School - Field 2 - F1	per hour or part thereof	\$5.90	\$6.20	Yes	Partial Cost Recovery
Narrabeen Sports High School - Field 2 - F1Hi	per hour or part thereof	\$9.20	\$9.70	Yes	Partial Cost Recovery
Narrabeen Sports High School - Synthetic Field 1 - F1	per hour or part thereof	\$9.20	\$9.70	Yes	Partial Cost Recovery
Newport Oval - Field 1 - F1	per hour or part thereof	\$3.90	\$4.10	Yes	Partial Cost Recovery
Newport Oval - Field 1 - F1Hi	per hour or part thereof	\$7.70	\$8.10	Yes	Partial Cost Recovery
Nolan Reserve - Nolans 7 - F1	per hour or part thereof	\$10.90	\$11.50	Yes	Partial Cost Recovery
Nolan Reserve - Field 1 - F3	per hour or part thereof	\$5.90	\$6.20	Yes	Partial Cost Recovery
Nolan Reserve - Field 1 - F3Hi	per hour or part thereof	\$10.20	\$10.80	Yes	Partial Cost Recovery
Nolan Reserve - Field 2 - F4	per hour or part thereof	\$6.90	\$7.30	Yes	Partial Cost Recovery
Nolan Reserve - Junior Field - F5	per hour or part thereof	\$3.90	\$4.10	Yes	Partial Cost Recovery
Nolan Reserve - Riverside 2 = Nolans 6 - F7	per hour or part thereof	\$7.90	\$8.30	Yes	Partial Cost Recovery
Nolan Reserve - Riverside 3 = Nolans 3 4 5 - F8	per hour or part thereof	\$18.70	\$19.80	Yes	Partial Cost Recovery
North Narrabeen Reserve - Field 3 - F1	per hour or part thereof	\$4.90	\$5.20	Yes	Partial Cost Recovery
North Narrabeen Reserve - Field 3 - F1Hi	per hour or part thereof	\$9.80	\$10.40	Yes	Partial Cost Recovery
North Narrabeen Reserve - Field 4 - F2	per hour or part thereof	\$4.90	\$5.20	Yes	Partial Cost Recovery
North Narrabeen Reserve - Field 4 - F2Hi	per hour or part thereof	\$9.80	\$10.40	Yes	Partial Cost Recovery
North Narrabeen Reserve - Fields 3,4 & touch - F3	per hour or part thereof	\$8.10	\$8.60	Yes	Partial Cost Recovery
North Narrabeen Reserve - Fields 3,4 & touch - F3Hi	per hour or part thereof	\$16.30	\$17.20	Yes	Partial Cost Recovery
North Narrabeen Reserve - AFL - AFL	per hour or part thereof	\$18.20	\$19.20	Yes	Partial Cost Recovery
Passmore Reserve - Field 1 - F1	per hour or part thereof		\$3.50	Yes	Partial Cost Recovery

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Passmore Reserve - Field1 - F1Hi	per hour or part thereof		\$4.50	Yes	Partial Cost Recovery
Passmore Reserve - Field 2 - F2	per hour or part thereof		\$3.50	Yes	Partial Cost Recovery
Passmore Reserve - Field 2 - F2Hi	per hour or part thereof		\$7.40	Yes	Partial Cost Recovery
Passmore Reserve - Field 3 - F3	per hour or part thereof		\$2.90	Yes	Partial Cost Recovery
Passmore Reserve - Field 3 - F3Hi	per hour or part thereof		\$4.50	Yes	Partial Cost Recovery
Pittwater Rugby Park - Training Field 2 east - T1	per hour or part thereof	\$5.90	\$6.20	Yes	Partial Cost Recovery
Pittwater Rugby Park - Training Field 2 west - T2	per hour or part thereof	\$5.90	\$6.20	Yes	Partial Cost Recovery
Pittwater Rugby Park - Field 1 Pole NE - F1	per hour or part thereof	\$17.00	\$18.00	Yes	Partial Cost Recovery
Pittwater Rugby Park - Field 1 Pole NW - F2	per hour or part thereof	\$17.00	\$18.00	Yes	Partial Cost Recovery
Pittwater Rugby Park - Field 1 Pole SE - F3	per hour or part thereof	\$17.00	\$18.00	Yes	Partial Cost Recovery
Pittwater Rugby Park - Field 1 Pole SW - F4	per hour or part thereof	\$17.00	\$18.00	Yes	Partial Cost Recovery
Pittwater Rugby Park - Field 1 - Hi	per hour or part thereof	\$67.80	\$72.00	Yes	Partial Cost Recovery
Porter Reserve - Low - F1	per hour or part thereof	\$3.30	\$3.50	Yes	Partial Cost Recovery
Porter Reserve - High - F2	per hour or part thereof	\$6.60	\$7.00	Yes	Partial Cost Recovery
Porter Reserve - Training field - F3	per hour or part thereof	\$1.10	\$1.20	Yes	Partial Cost Recovery
Seaforth Oval - South - F1	per hour or part thereof	\$9.80	\$10.40	Yes	Partial Cost Recovery
Seaforth Oval - East - F2	per hour or part thereof	\$7.90	\$8.30	Yes	Partial Cost Recovery
Seaforth Oval - North - F3	per hour or part thereof	\$9.80	\$10.40	Yes	Partial Cost Recovery
Seaforth Oval - West - F4	per hour or part thereof	\$3.60	\$3.80	Yes	Partial Cost Recovery
St. Matthews Farm Reserve - Field 1 League - F1	per hour or part thereof	\$2.40	\$2.50	Yes	Partial Cost Recovery
St. Matthews Farm Reserve - Field 1 League - F1Hi	per hour or part thereof	\$5.60	\$5.90	Yes	Partial Cost Recovery
St. Matthews Farm Reserve - Fields 2 & 3 - F23	per hour or part thereof	\$6.90	\$7.30	Yes	Partial Cost Recovery
St. Matthews Farm Reserve - Fields 2 & 3 - F23Hi	per hour or part thereof	\$11.60	\$12.30	Yes	Partial Cost Recovery
St. Matthews Farm Reserve - Field 4 - F4	per hour or part thereof	\$3.50	\$3.70	Yes	Partial Cost Recovery

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St. Matthews Farm Reserve - Field 4 - F4Hi	per hour or part thereof	\$6.40	\$6.80	Yes	Partial Cost Recovery
Terrey Hills Oval - Field 1 East - F1	per hour or part thereof	\$5.40	\$5.70	Yes	Partial Cost Recovery
Terrey Hills Oval - Field 1 East - F1Hi	per hour or part thereof	\$8.10	\$8.60	Yes	Partial Cost Recovery
Terrey Hills Oval - Field 2 West - F2	per hour or part thereof	\$5.40	\$5.70	Yes	Partial Cost Recovery
Terrey Hills Oval - Field 2 West - F2Hi	per hour or part thereof	\$8.10	\$8.60	Yes	Partial Cost Recovery
Warriewood Valley Sportsground - Field 1 - F1	per hour or part thereof	\$7.70	\$8.10	Yes	Partial Cost Recovery
Warriewood Valley Sportsground - Field 2 - F2	per hour or part thereof	\$7.70	\$8.10	Yes	Partial Cost Recovery
Warriewood Valley Sportsground - Mini field - F3	per hour or part thereof	\$3.10	\$3.30	Yes	Partial Cost Recovery
Wyatt Reserve - Wyatt - F1	per hour or part thereof	\$6.60	\$7.00	Yes	Partial Cost Recovery
Wyatt Reserve - Wyatt - F1Hi	per hour or part thereof	\$10.00	\$10.60	Yes	Partial Cost Recovery
Tree Removal Application - Permit to Remove or Prune Trees on Private Property					
Application to request the removing or pruning of trees (includes the assessment of first tree)	per item	\$178.00	\$188.00	No	Partial Cost Recovery
Assessment of additional tree/s	per item	\$52.10	\$55.00	No	Partial Cost Recovery
Request for onsite meeting with Council Officer	per application	\$102.00	\$108.00	No	Partial Cost Recovery
Water Transport Operator					
Commercial private charter operators - daily rate per wharf or ramp	per day	\$71.00	\$75.00	Yes	Partial Cost Recovery
Ferry - capacity up to 60 persons - per vessel - annual permit	per year	\$1,409.00	\$1,488.00	Yes	Partial Cost Recovery
Ferry - capacity 61 to 80 persons - per vessel - annual permit	per year	\$2,816.00	\$2,974.00	Yes	Partial Cost Recovery
Ferry - capacity 81 to 150 persons - per vessel - annual permit	per year	\$5,636.00	\$5,952.00	Yes	Partial Cost Recovery
Water taxis - full year - annual permit	per year	\$718.00	\$759.00	Yes	Partial Cost Recovery
Ferry - capacity over 150 persons - per vessel - annual permit	per year	\$6,999.00	\$7,391.00	Yes	Partial Cost Recovery

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Watercraft storage at Harbour Locations					
Ratepayer/resident fee - half year permit valid from April to September	per half year	\$174.00	\$184.00	Yes	Partial Cost Recovery
Ratepayer/resident fee - full year permit valid from October to September	per year	\$345.00	\$365.00	Yes	Partial Cost Recovery
Non-resident fee - half year permit valid from April to September	per half year	\$288.00	\$305.00	Yes	Partial Cost Recovery
Non-resident fee - full year permit valid from October to September	per year	\$574.00	\$607.00	Yes	Partial Cost Recovery
Watercraft storage at non-harbour locations					
Ratepayer/ resident fee - per vessel - half year permit valid from April to September	per half year	\$109.00	\$125.00	Yes	Partial Cost Recovery
Ratepayer/ resident fee - per vessel - full year permit valid from October to September	per year	\$217.00	\$250.00	Yes	Partial Cost Recovery
Non ratepayer/ non resident fee - per vessel - half year permit valid from April to September	per half year	\$163.00	\$190.00	Yes	Partial Cost Recovery
Non ratepayer/ non resident fee - per vessel - full year permit valid from October to September	per year	\$325.00	\$380.00	Yes	Partial Cost Recovery
Second craft in same bay (upon assessment only) - full year permit valid from October to September	per year	\$88.00	\$115.00	Yes	Partial Cost Recovery
Large boat facilities (Outrigger Canoes, Surf Boats & Dragon Boats) - full year permit valid from October to September	per year	\$231.00	\$250.00	Yes	Partial Cost Recovery
Weddings					
Wedding ceremony - up to 3 hours	per booking	\$483.00	\$483.00	Yes	Partial Cost Recovery
Wedding ceremony - after first 3 hours	per hour	\$136.00	\$144.00	Yes	Partial Cost Recovery
Wedding related events and activities - including receptions - per hour	per hour	\$136.00	\$144.00	Yes	Partial Cost Recovery
Wedding ceremony - up to 10 people and the ceremony under one hour	per hour	\$136.00	\$144.00	Yes	Partial Cost Recovery
Wedding photography - additional location to ceremony venue	per hour		\$86.00	Yes	Partial Cost Recovery

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Wharf boat tie-up facilities					
Half year - permit valid from September to February	per half year	\$145.00	\$160.00	Yes	Partial Cost Recovery
Full year - Annual permit March to February	per year	\$290.00	\$320.00	Yes	Partial Cost Recovery
Full year - annual permit March to February – Identified shallow sites Bell and Carols Wharves only	per year	\$145.00	\$160.00	Yes	Partial Cost Recovery
Half year - permit valid from September to February - Identified shallow sites Bell and Carols Wharves only	per half year	\$73.00	\$80.00	Yes	Partial Cost Recovery
Second permit for Scotland Island and Western Foreshores residents (must have a mainland permit to be eligible for this fee) - annual permit March to February	per year	\$100.00	\$120.00	Yes	Partial Cost Recovery
Wharf usage and watercraft storage					
Access to wharf/boat ramp - commercial user - per wharf - up to 30 days	per month	\$142.00	\$150.00	Yes	Partial Cost Recovery
Access to wharf or ramp - commercial operator/user - annual permit per wharf	per year	\$1,412.00	\$1,492.00	Yes	Partial Cost Recovery
Rowland Reserve Waterways Facility - commercial hire of space - small compound (6m x 3m)	per week	\$80.00	\$85.00	Yes	Partial Cost Recovery
Access to wharf - commercial operator - bond (maximum) - Bond to be determined upon assessment of application and potential impact	per application	\$5,569.00	\$5,881.00	Yes	Full Cost Recovery
					Bond to be determined upon assessment of application & potential impact.
Rowland Reserve Waterways Facility - commercial hire of space (per month) - small compound (6m x 3m)	per month	\$233.00	\$247.00	Yes	Partial Cost Recovery
Rowland Reserve closure of ramp - per day - maximum 7 hours	per day	\$366.00	\$387.00	Yes	Partial Cost Recovery
Pump out facility use	per year	\$666.00	\$704.00	Yes	Partial Cost Recovery
Watercraft storage and wharf tie-up waitlist fee, per vessell, per location	per vessel	\$55.00	\$59.00	Yes	Partial Cost Recovery

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Environment & Climate Change					
Authorisation of legal documents - under Conveyancing Act 1919 Part 6 and s88					
Signing and extinguishment fee for easements, positive covenants and restrictions as per user including, but not limited to, on-site stormwater detention system inspection for all other development (i.e. residential, flat buildings)	per application	\$804.00	\$850.00	No	Full Cost Recovery
Signing and extinguishment fee for easements, positive covenants and restrictions as per user including, but not limited to, on-site stormwater detention system inspection for single residential dwellings	per application	\$609.00	\$644.00	No	Full Cost Recovery
Resigning fee	per application	\$300.00	\$317.00	No	Full Cost Recovery
Registered post of documents	per application	\$5.50	\$5.80	Yes	Full Cost Recovery
Bonds and guarantees					
Bond/guarantee to cover the cost and/or maintenance of road and drainage, footpath works etc. excluding Road Damage Bond	per approval	Determined on application	Determined on application	No	Full Cost Recovery
Coastal Environment Centre - Conference Room Hire (600W HDTV cinema hire inc high speed internet iPod/iPhone compatible)					
Not for profit use - 15% discount for permanent hirers (2 or more bookings)	per hour	\$24.50	\$25.90	Yes	Partial Cost Recovery
Not for profit use - 15% discount for permanent hirers (2 or more bookings)	per half day	\$99.00	\$105.00	Yes	Partial Cost Recovery
Not for profit use - 15% discount for permanent hirers (2 or more bookings)	per day	\$184.00	\$195.00	Yes	Partial Cost Recovery
Commercial use - 15% discount for permanent hirers (2 or more bookings)	per hour	\$49.00	\$51.70	Yes	Full Cost Recovery
Commercial function rate - 15% discount for permanent hirers (2 or more bookings)	per hour	\$98.00	\$104.00	Yes	Full Cost Recovery
Kitchen facilities	per hire	\$30.40	\$32.10	Yes	Full Cost Recovery
Cleaning after function	per hire	\$69.00	\$73.00	Yes	Full Cost Recovery
After hours security and access control	per hire	\$166.00	\$176.00	Yes	Full Cost Recovery
Refundable bond - Functions and special events	per hire	\$594.00	\$628.00	No	Full Cost Recovery
Key deposit (payable at time of booking)	per hire	\$100.00	\$106.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Coastal Environment Centre - High School Excursion					
High School Excursion half day - for first 20 students	minimum charge	\$484.00	\$512.00	Yes	Partial Cost Recovery
High School Excursion half day - additional students	per student	\$24.20	\$25.60	Yes	Partial Cost Recovery
High School Excursion full day - for first 20 students	minimum charge	\$591.00	\$625.00	Yes	Partial Cost Recovery
High School Excursion full day - additional students	per student	\$29.60	\$31.30	Yes	Partial Cost Recovery
Coastal Environment Centre - High School Incursion					
CEC Educator	per hour	\$100.00	\$106.00	Yes	Full Cost Recovery
Coastal Environment Centre - Online Presentations					
Delivery of virtual presentation	per hour	\$100.00	\$106.00	Yes	Partial Cost Recovery
Coastal Environment Centre - Pre-School					
Coast and Bush Programs - for first 20 children	minimum charge	\$335.00	\$354.00	Yes	Partial Cost Recovery
Coast and Bush Programs - additional children	per child	\$11.90	\$12.60	Yes	Partial Cost Recovery
Sugar Gliders nature experience	per family	\$18.30	\$19.30	Yes	Partial Cost Recovery

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Coastal Environment Centre - Primary School Excursion					
Primary School Excursion half day - for first 22 students	minimum charge	\$413.00	\$437.00	Yes	Partial Cost Recovery
Primary School Excursion half day - additional students	per student	\$18.80	\$19.90	Yes	Partial Cost Recovery
Primary School Excursion full day - for first 22 students	minimum charge	\$517.00	\$546.00	Yes	Partial Cost Recovery
Primary School Excursion full day - additional students	per student	\$23.40	\$24.70	Yes	Partial Cost Recovery
Coastal Environment Centre - School Holiday Program Activities					
Kids on the Coast (ages 6 - 18)	per student	\$74.00	\$79.00	Yes	Partial Cost Recovery
Kids on the Coast - Vacation Care group rate (minimum 20)	group rate, per student	\$29.00	\$30.60	Yes	Partial Cost Recovery
Coastal Environment Centre - University/TAFE Excursion					
Full Day - for first 20 students	minimum charge	\$670.00	\$708.00	Yes	Partial Cost Recovery
Full Day - additional students	per student	\$33.50	\$35.40	Yes	Full Cost Recovery
Coastal Environment Centre - University/TAFE Incursion					
Community Educators (by agreement)	per hour	\$105.00	\$111.00	Yes	Full Cost Recovery
Coastal Environment Centre - Workshops					
Workshops include external experts and/or training materials	per person		up to \$90.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Compliance Certificates - On-site detention - Environmental Planning and Assessment Act 1979 (Part 6)					
Single dwelling (includes up to 2 separate OSD tanks or basins)	per certificate	\$610.00	\$645.00	No	Full Cost Recovery
Multi-unit dwelling and industrial (includes up to 2 separate OSD tanks or basins)	per certificate	\$1,124.00	\$1,187.00	No	Full Cost Recovery
Compliance certificate for each additional OSD tank or basin	per certificate	\$357.00	\$377.00	No	Full Cost Recovery
Compliance Certificates - Subdivision Final - Environmental Planning and Assessment Act 1979 (Part 6)					
Partial compliance per certificate e.g. compliance certificate for a stage of works silt and sediment control works	per certificate	\$593.00	\$627.00	No	Full Cost Recovery
Final certificate per allotment e.g. 10 allotments is 10 x fee	per lot	\$593.00	\$627.00	No	Full Cost Recovery
Corporate Volunteering and Education					
Half Day Program - Bushcare, Tree Planting, Environmental Clean-Ups & Field Trips - minimum 10 participants	per person	\$93.00	\$99.00	Yes	Full Cost Recovery
Documents					
Copy of Strategies, Plans or Environmental Reports on CD e.g. Plans of Management	per copy	\$37.10	\$39.20	No	Full Cost Recovery
Copy of Strategies, Plans or Environmental Reports on Hard copy e.g. Plans of Management	per copy	\$75.00	\$80.00	No	Full Cost Recovery
Drainage system / easement investigation					
Investigation of drainage system in relation to development (i.e. extinguishment, future use etc.). Applicants are encouraged to obtain independent Engineering Consultant advice on drainage issues.	per hour	\$309.00	\$327.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Driveway Application/Assessment Fee					
Application and assessment fee for new and/or amended driveways	per application	\$492.00	\$520.00	No	Full Cost Recovery
Application and assessment fee for driveways in the same location and same dimensions	per application	\$222.00	\$235.00	No	Full Cost Recovery
Assessment fee for driveways constructed not in accordance with Council specifications (e.g. NOT plain concrete).	per application	\$617.00	\$652.00	No	Full Cost Recovery
Driveway Form Work and Final Inspection Fee					
Formwork and final inspections for driveways (2 inspections)	per application	\$571.00	\$603.00	No	Full Cost Recovery
Enquiry or Request					
For matters outside a current development application	per hour	\$309.00	\$327.00	Yes	Full Cost Recovery
Environmental education and sustainability					
Workshop attendance fee	per family	\$11.50	\$12.10	Yes	Full Cost Recovery
Feral Animal Management					
Feral animal cage trap bond	per trap	\$168.00	\$160.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Flood Risk Information Request					
Common (see Flood Information Request form)	per request	\$124.00	\$131.00	No	Market Based Pricing
Multipurpose - (see Flood Information Request form)	per request	\$280.00	\$296.00	No	Market Based Pricing
Licence for individuals or organisations to use available models for specific (large scale) projects	per year per model	\$3,941.00	\$4,162.00	No	Market Based Pricing
Hoardings					
Application fee	per application	\$412.00	\$436.00	No	Full Cost Recovery
Permits - building/footpath - Type A/metre/month - Type A fencing and scaffolding	per metre per month	\$42.00	\$44.40	No	Rate of Return Pricing (IRR)
Permits - building/footpath - Type A/metre/month - Type A fencing and scaffolding greater than 1.2m	per metre per month	\$35.00	Deleted Fee	No	Partial Cost Recovery
Permits - building/footpath - Type B/metre/month - Type B overheads	per metre per month	\$74.00	\$79.00	No	Rate of Return Pricing (IRR)
Permits - building/footpath - Type C/metre/month - Type C overheads with offices, sheds and/or storage	per metre per month	\$86.00	\$91.00	No	Rate of Return Pricing (IRR)
Late fee (additional fee) when work commenced prior to obtaining permit	per application	\$1,023.00	\$1,081.00	No	Full Cost Recovery
House Renumbering					
Application fee	per application	\$180.00	\$191.00	No	Partial Cost Recovery
Processing fee	per application	\$413.00	\$437.00	No	Partial Cost Recovery
Infrastructure works on Council roadway (works other than minor encroachments) Roads Act 1993 s138 and139					
Inspection or re-inspection of construction works. Roadworks, footpath, drainage works (LGA land)	per inspection	\$617.00	\$652.00	No	Full Cost Recovery
Re-submission of engineering plans	per application	\$817.00	\$863.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Cost of infrastructure works between \$0 and \$50,000	per application	\$1,468.00	\$1,551.00	No	Full Cost Recovery
Cost of infrastructure works between \$50,001 and \$250,000	per application	\$1,933.00	\$2,042.00	No	Full Cost Recovery
Cost of infrastructure works between \$250,001 and \$1,000,000	per application	\$3,163.00	\$3,341.00	No	Full Cost Recovery
Cost of infrastructure works greater than \$1,000,000	per application	\$3,781.00	\$3,993.00	No	Full Cost Recovery
Positive Covenant Certificate - Conveyancing Act 1919 Section 88G					
Certificate for positive covenants for on-site stormwater detention systems	each	\$35.00	\$35.00	No	Legislative Requirements (Regulatory)
Urgency fee (48 hours)	each	\$166.00	\$176.00	No	Partial Cost Recovery
Road Damage Fee and Bond (Development Application or Complying Development Certificate)					
Bond where the cost of works is between \$0 - \$25,000	per application	Zero	Zero	No	Full Cost Recovery
Bond where the cost of works is between \$25,001 - \$1,000,000	per application	\$2,000.00	\$2,000.00	No	Full Cost Recovery
Bond where the cost of works is between \$25,001 - \$1,000,000 and includes full demolition	per application	\$5,000.00	\$5,000.00	No	Full Cost Recovery
Bond where the cost of works is greater than \$1,000,000	per application	\$10,000.00	\$10,000.00	No	Full Cost Recovery
Inspection fee	per inspection	\$375.00	\$396.00	No	Full Cost Recovery
Stormwater Drainage Pre-lodgement Meeting					
Investigation into the applicable development requirements specifically relating to stormwater drainage	each	\$463.00	\$489.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Stormwater drainage systems - Local Government Act 1993 Section 68					
Re-inspection	per application	\$617.00	\$652.00	No	Full Cost Recovery
Resubmission of plans	per application	\$796.00	\$841.00	No	Full Cost Recovery
Cost of stormwater drainage works between \$0 to \$50,000	per application	\$777.00	\$821.00	No	Full Cost Recovery
Cost of stormwater drainage works between \$50,001 to \$250,000	per application	\$1,162.00	\$1,228.00	No	Full Cost Recovery
Cost of stormwater drainage works between \$250,001 to \$1,000,000	per application	\$1,827.00	\$1,930.00	No	Full Cost Recovery
Cost of stormwater drainage works greater than \$1,000,000	per application	\$3,654.00	\$3,859.00	No	Full Cost Recovery
Subdivision Certificates (Linen Plan Release) - Environmental Planning and Assessment Act 1979 Division 6.4					
Creation of 2 lots	per certificate	\$2,284.00	\$2,412.00	No	Full Cost Recovery
Creation of 3 lots	per certificate	\$3,008.00	\$3,177.00	No	Full Cost Recovery
Creation of 4 lots	per certificate	\$3,653.00	\$3,858.00	No	Full Cost Recovery
Creation of 5 lots	per certificate	\$4,217.00	\$4,454.00	No	Full Cost Recovery
Creation of 6 lots	per certificate	\$4,799.00	\$5,068.00	No	Full Cost Recovery
Creation of 7 lots	per certificate	\$5,285.00	\$5,581.00	No	Full Cost Recovery
Creation of 8 lots	per certificate	\$5,756.00	\$6,079.00	No	Full Cost Recovery
Creation of 9 lots	per certificate	\$6,263.00	\$6,614.00	No	Full Cost Recovery
Creation of 10 lots	per certificate	\$6,818.00	\$7,200.00	No	Full Cost Recovery
Creation of lot(s) in excess of 10 lots (Cost per lot in addition to the cost of 10 lots)	per lot	\$371.00	\$392.00	No	Full Cost Recovery
Boundary alterations plan	per application	\$1,196.00	\$1,263.00	No	Full Cost Recovery
Consolidation plans	per application	\$1,392.00	\$1,470.00	No	Full Cost Recovery
Plans of subdivision road dedication and easement	per application	\$1,419.00	\$1,499.00	No	Full Cost Recovery
Resigning fee	per certificate	\$456.00	\$482.00	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Subdivision Works Certificates - Environment and Planning Assessment Act 1979 Division 6.2					
For 2 lots	per certificate	\$1,760.00	\$1,859.00	No	Full Cost Recovery
For 3 lots	per certificate	\$2,484.00	\$2,624.00	No	Full Cost Recovery
For 4 lots	per certificate	\$3,119.00	\$3,294.00	No	Full Cost Recovery
For 5 lots	per certificate	\$3,759.00	\$3,970.00	No	Full Cost Recovery
For 6 lots	per certificate	\$4,183.00	\$4,418.00	No	Full Cost Recovery
For 7 lots	per certificate	\$4,397.00	\$4,644.00	No	Full Cost Recovery
For 8 lots	per certificate	\$4,750.00	\$5,016.00	No	Full Cost Recovery
For 9 lots	per certificate	\$5,531.00	\$5,841.00	No	Full Cost Recovery
For 10 lots	per certificate	\$5,955.00	\$6,289.00	No	Full Cost Recovery
Per lot in excess of 10 lots	per certificate	\$335.00	\$354.00	No	Full Cost Recovery
Inspection or reinspection of construction works per inspection	per inspection	\$383.00	\$405.00	No	Full Cost Recovery
Temporary ground anchors - Roads Act 1993 S138 and 139					
Temporary ground anchors application	per application	\$1,587.00	\$1,676.00	No	Full Cost Recovery
Temporary ground anchors permit	per anchor	\$914.00	\$966.00	No	Full Cost Recovery
Water management structures and reports					
Special structures report assessment including water management reports and inspections	per hour	\$309.00	\$327.00	No	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Property					
Avalon Golf Course					
Function room hire (Monday - Thursday)	per hour	\$120.00	\$120.00	Yes	Market Based Pricing
Function room hire (Friday - Sunday)	per hour	\$150.00	\$150.00	Yes	Market Based Pricing
Green fees - adults - 9 holes	each	\$22.00	\$23.00	Yes	Market Based Pricing
Green fees - adults - 18 holes	each	\$26.00	\$29.00	Yes	Market Based Pricing
Green fees - children (18 years and under) - 9 Holes	each	\$12.00	\$12.00	Yes	Market Based Pricing
Green fees - children (18 years and under) - 18 Holes	each	\$12.00	\$12.00	Yes	Market Based Pricing
Green fees - seniors - 9 Holes	each	\$18.00	\$19.00	Yes	Market Based Pricing
Green fees - seniors - 18 Holes	each	\$21.00	\$21.00	Yes	Market Based Pricing
Green fees - twilight (after 3.30pm or after 4.30pm during day light savings)	each	\$13.00	\$14.00	Yes	Market Based Pricing
Golf Clubs Hire	each	\$15.00	\$15.00	Yes	Market Based Pricing
Marketing and/or promotional offer at Council's discretion	each	up to 100% discount	up to 100% discount	Yes	Market Based Pricing
Golf Pull Buggy Hire	each		\$5.00	Yes	Market Based Pricing
Currawong Beach Cottages - Accommodation - High Season (December to January and Easter)					
High season - Original Cottages - midweek per night	per night	\$264.00	\$279.00	Yes	Market Based Pricing
High season - Platypus Cottage - midweek per night	per night	\$281.00	\$297.00	Yes	Market Based Pricing
High season - Kookaburra, Wallaby, Possum and Echidna Cottages - midweek per night	per night	\$330.00	\$349.00	Yes	Market Based Pricing
High season - Goanna Cottage - midweek per night	per night	\$363.00	\$384.00	Yes	Market Based Pricing
High season - Bluetongue Cottage - midweek per night	per night	\$396.00	\$419.00	Yes	Market Based Pricing
High season - 2 bedroom Cottage - midweek per night	per night	\$429.00	\$454.00	Yes	Market Based Pricing
High season - The Lodge - midweek per night	per night	\$594.00	\$628.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
High season - Midholme - midweek per night	per night	\$891.00	\$941.00	Yes	Market Based Pricing
High season - Original Cottages - weekend Fri & Sat (2 nights)	per weekend	\$581.00	\$614.00	Yes	Market Based Pricing
High season - Platypus Cottage - weekend Fri & Sat (2 nights)	per weekend	\$617.00	\$652.00	Yes	Market Based Pricing
High season - Kookaburra, Wallaby, Possum and Echidna Cottages - weekend Fri & Sat (2 nights)	per weekend	\$726.00	\$767.00	Yes	Market Based Pricing
High season - Goanna Cottage - weekend Fri & Sat (2 nights)	per weekend	\$799.00	\$844.00	Yes	Market Based Pricing
High season - Bluetongue Cottage - weekend Fri & Sat (2 nights)	per weekend	\$871.00	\$920.00	Yes	Market Based Pricing
High season - 2 bedroom Cottage - weekend Fri & Sat (2 nights)	per weekend	\$1,201.00	\$1,269.00	Yes	Market Based Pricing
High season - The Lodge - weekend Fri & Sat (2 nights)	per weekend	\$1,901.00	\$2,008.00	Yes	Market Based Pricing
High season - Midholme - weekend Fri & Sat (2 nights)	per weekend	\$3,564.00	\$3,764.00	Yes	Market Based Pricing
High season - Original Cottages - weekly (7 nights)	per week	\$1,584.00	\$1,673.00	Yes	Market Based Pricing
High season - Platypus Cottage - weekly (7 nights)	per week	\$1,683.00	\$1,778.00	Yes	Market Based Pricing
High season - Kookaburra, Wallaby, Possum and Echidna Cottages - weekly (7 nights)	per week	\$1,980.00	\$2,091.00	Yes	Market Based Pricing
High season - Goanna Cottage - weekly (7 nights)	per week	\$2,178.00	\$2,300.00	Yes	Market Based Pricing
High season - Bluetongue Cottage - weekly (7 nights)	per week	\$2,376.00	\$2,510.00	Yes	Market Based Pricing
High season - 2 bedroom Cottage - weekly (7 nights)	per week	\$2,574.00	\$2,719.00	Yes	Market Based Pricing
High season - The Lodge - weekly (7 nights)	per week	\$4,158.00	\$4,391.00	Yes	Market Based Pricing
High season - Midholme - weekly (7 nights)	per week	\$6,237.00	\$6,587.00	Yes	Market Based Pricing
Currawong Beach Cottages - Accommodation - Low Season (June to August)					
Low season - Original Cottages - midweek per night	per night	\$120.00	\$127.00	Yes	Market Based Pricing
Low season - Platypus Cottage - midweek per night	per night	\$128.00	\$136.00	Yes	Market Based Pricing
Low season - Kookaburra, Wallaby, Possum and Echidna Cottages - midweek per night	per night	\$150.00	\$159.00	Yes	Market Based Pricing
Low season - Goanna Cottage - midweek per night	per night	\$165.00	\$175.00	Yes	Market Based Pricing
Low season - Bluetongue Cottage - midweek per night	per night	\$180.00	\$191.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Low season - 2 bedroom Cottage - midweek per night	per night	\$195.00	\$206.00	Yes	Market Based Pricing
Low season - The Lodge - midweek per night	per night	\$270.00	\$286.00	Yes	Market Based Pricing
Low season - Midholme - midweek per night	per night	\$405.00	\$428.00	Yes	Market Based Pricing
Low season - Original Cottages - weekend Fri & Sat (2 nights)	per weekend	\$360.00	\$381.00	Yes	Market Based Pricing
Low season - Platypus Cottage - weekend Fri & Sat (2 nights)	per weekend	\$383.00	\$405.00	Yes	Market Based Pricing
Low season - Kookaburra, Wallaby, Possum and Echidna Cottages - weekend Fri & Sat (2 nights)	per weekend	\$450.00	\$476.00	Yes	Market Based Pricing
Low season - Goanna Cottage - weekend Fri & Sat (2 nights)	per weekend	\$495.00	\$523.00	Yes	Market Based Pricing
Low season - Bluetongue Cottage - weekend Fri & Sat (2 nights)	per weekend	\$540.00	\$571.00	Yes	Market Based Pricing
Low season - 2 bedroom Cottage - weekend Fri & Sat (2 nights)	per weekend	\$624.00	\$659.00	Yes	Market Based Pricing
Low season - The Lodge - weekend Fri & Sat (2 nights)	per weekend	\$1,026.00	\$1,084.00	Yes	Market Based Pricing
Low season - Midholme - weekend Fri & Sat (2 nights)	per weekend	\$1,620.00	\$1,711.00	Yes	Market Based Pricing
Low season - Original Cottages - weekly (7 nights)	per week	\$624.00	\$659.00	Yes	Market Based Pricing
Low season - Platypus Cottage - weekly (7 nights)	per week	\$663.00	\$701.00	Yes	Market Based Pricing
Low season - Kookaburra, Wallaby, Possum and Echidna Cottages - weekly (7 nights)	per week	\$780.00	\$824.00	Yes	Market Based Pricing
Low season - Goanna Cottage - weekly (7 nights)	per week	\$858.00	\$907.00	Yes	Market Based Pricing
Low season - Bluetongue Cottage - weekly (7 nights)	per week	\$936.00	\$989.00	Yes	Market Based Pricing
Low season - 2 bedroom Cottage - weekly (7 nights)	per week	\$1,170.00	\$1,236.00	Yes	Market Based Pricing
Low season - The Lodge - weekly (7 nights)	per week	\$1,890.00	\$1,996.00	Yes	Market Based Pricing
Low season - Midholme - weekly (7 nights)	per week	\$2,835.00	\$2,994.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Currawong Beach Cottages - Accommodation - Mid Season (February to May & September to November (excluding Easter))					
Mid season - Original Cottages - midweek per night	per night	\$180.00	\$191.00	Yes	Market Based Pricing
Mid season - Platypus Cottage - midweek per night	per night	\$191.00	\$202.00	Yes	Market Based Pricing
Mid season - Kookaburra, Wallaby, Possum and Echidna Cottages - midweek per night	per night	\$225.00	\$238.00	Yes	Market Based Pricing
Mid season - Goanna Cottage - midweek per night	per night	\$248.00	\$262.00	Yes	Market Based Pricing
Mid season - Bluetongue Cottage - midweek per night	per night	\$270.00	\$286.00	Yes	Market Based Pricing
Mid season - 2 bedroom Cottage - midweek per night	per night	\$293.00	\$310.00	Yes	Market Based Pricing
Mid season - The Lodge - midweek per night	per night	\$405.00	\$428.00	Yes	Market Based Pricing
Mid season - Midholme - midweek per night	per night	\$608.00	\$643.00	Yes	Market Based Pricing
Mid season - Original Cottages - weekend Fri & Sat (2 nights)	per weekend	\$504.00	\$533.00	Yes	Market Based Pricing
Mid season - Platypus Cottage - weekend Fri & Sat (2 nights)	per weekend	\$536.00	\$567.00	Yes	Market Based Pricing
Mid season - Kookaburra, Wallaby, Possum and Echidna Cottages - weekend Fri & Sat (2 nights)	per weekend	\$630.00	\$666.00	Yes	Market Based Pricing
Mid season - Goanna Cottage - weekend Fri & Sat (2 nights)	per weekend	\$693.00	\$732.00	Yes	Market Based Pricing
Mid season - Bluetongue Cottage - weekend Fri & Sat (2 nights)	per weekend	\$756.00	\$799.00	Yes	Market Based Pricing
Mid season - 2 bedroom Cottage - weekend Fri & Sat (2 nights)	per weekend	\$878.00	\$928.00	Yes	Market Based Pricing
Mid season - The Lodge - weekend Fri & Sat (2 nights)	per weekend	\$1,539.00	\$1,626.00	Yes	Market Based Pricing
Mid season - Midholme - weekend Fri & Sat (2 nights)	per weekend	\$2,430.00	\$2,567.00	Yes	Market Based Pricing
Mid season - Original Cottages - weekly (7 nights)	per week	\$990.00	\$1,046.00	Yes	Market Based Pricing
Mid season - Platypus Cottage - weekly (7 nights)	per week	\$1,052.00	\$1,111.00	Yes	Market Based Pricing
Mid season - Kookaburra, Wallaby, Possum and Echidna Cottages - weekly (7 nights)	per week	\$1,238.00	\$1,308.00	Yes	Market Based Pricing
Mid season - Goanna Cottage - weekly (7 nights)	per week	\$1,361.00	\$1,438.00	Yes	Market Based Pricing
Mid season - Bluetongue Cottage - weekly (7 nights)	per week	\$1,485.00	\$1,569.00	Yes	Market Based Pricing
Mid season - 2 bedroom Cottage - weekly (7 nights)	per week	\$1,755.00	\$1,854.00	Yes	Market Based Pricing
Mid season - The Lodge - weekly (7 nights)	per week	\$2,835.00	\$2,994.00	Yes	Market Based Pricing
Mid season - Midholme - weekly (7 nights)	per week	\$4,253.00	\$4,492.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Currawong Beach Cottages - Administration Fee					
Charge for cancellation or any other situation where extra work is created to facilitate the request	per occasion	\$45.00	\$48.00	Yes	Partial Cost Recovery
Currawong Beach Cottages - Discounts Available					
Allowance for extenuating circumstances affecting the amenity and enjoyment of the site (at Manager's discretion)	per occasion	up to 50% discount	up to 50% discount	Yes	Market Based Pricing
Allowance for marketing and/or promotional offer	per occasion	up to 100% discount	up to 100% discount	Yes	Market Based Pricing
Currawong Beach Cottages - Linen and Towels					
Towel hire	per hire	\$5.00	\$6.00	Yes	Market Based Pricing
Linen hire - single	per hire	\$30.00	\$32.00	Yes	Market Based Pricing
Linen hire - queen and double	per hire	\$40.00	\$43.00	Yes	Market Based Pricing
Currawong Beach Cottages - Tennis Court and Firewood					
Tennis Court Hire at Currawong Beach (non-guest)	per hour	\$15.00	\$16.00	Yes	Market Based Pricing
Supply of Firewood	per Bag	\$20.00	\$25.00	Yes	Market Based Pricing
Display of Articles on Footpaths					
Application fee & 2 year approval portable signs & embellishments	per application	\$250.00	\$250.00	No	Market Based Pricing
Application fee & 2 year approval merchandise stands - not including signs & embellishments i.e. pot plants	per application	\$580.00	\$580.00	No	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Interment Services levy					
First Interment - Burials	each	\$93.00	\$156.00	No	Legislative Requirements (Regulatory)
Second Interment - Burials	each	\$67.65	\$156.00	No	Legislative Requirements (Regulatory)
Ashes Interment	each	\$28.15	\$63.00	No	Legislative Requirements (Regulatory)
Lease or other dealing of Public Land/Road Reserve/Crown Reserves/Community Buildings					
Internal legal preparation fee for lease/licence/easement/road reserve encroachment or other dealing in respect of land (other than as prohibited by the Retail Leases Act) - not for profit organisations	per application	\$1,585 for up to 6 hours then \$169 per hour	\$1,674 for up to 6 hours then \$179 per hour	Yes	Full Cost Recovery
Internal legal preparation fee for lease/licence/easement/road reserve encroachment or other dealing in respect of land (other than as prohibited by the Retail Leases Act) - other entities	per application	\$3,990 for up to 12 hours then \$169 per hour	\$4,214 for up to 12 hours then \$179 per hour	Yes	Full Cost Recovery
Legal preparation fee in respect of attending a customer request where council requires external legal services (other than as prohibited by the Retail Leases Act)	per application	Cost plus 10%	Cost plus 10%	Yes	Market Based Pricing
Annual rental for use of unused sections of public land	per square metre per year	\$105 per square metre (*minimum fee \$615 per annum)	\$111 per square metre (*minimum fee \$650 per annum)	Yes	Full Cost Recovery
Application fee for land dealings over Council land etc (e.g. purchase of operational land, easements, covenants, caveats etc)	per application	\$2,745.00	\$2,900.00	No	Full Cost Recovery
Application fee for landowners consent for DA etc	per application	\$680.00	\$719.00	No	Full Cost Recovery
Application fee for landowners consent for DA etc - not for profit organisations	per application	\$90.00	\$96.00	No	Partial Cost Recovery
Application fee for lease assignment (not including legal fees)	per application	\$2,745.00	\$2,900.00	Yes	Full Cost Recovery
Application fee for road reserve closure (note - application to purchase is additional)	per application	\$10,005.00	\$10,565.00	No	Full Cost Recovery
Application fee for road reserve consent (Sect 138/139 Roads Act 1993) or lease of Council road reserve	per application	\$1,640.00	\$1,735.00	Yes	Full Cost Recovery
Compensation fee for the creation/modification/release of easement/covenant/right of way etc where Council is the Property Owner or is the Authority	each	\$13,290 or an amount determined by valuation (whichever is greater)	\$14,035 or an amount determined by valuation (whichever is greater)	Yes	Rate of Return Pricing (IRR)

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Former Manly LGA - access / driveway - Pursuant to Sect 138/139 Roads Act 1993	per year	0.5% of Precinct Value (P.V.) + GST per annum (minimum rate \$615)	0.5% of Precinct Value (P.V.) + GST per annum (minimum rate \$650)	Yes	Full Cost Recovery
Former Manly LGA - garage/carport/landscaped garden/enclosed - Pursuant to Sect 138/139 Roads Act 1993	per year	1.0% of Precinct Value (P.V.) + GST per annum (minimum rate \$615)	1.0% of Precinct Value (P.V.) + GST per annum (minimum rate \$650)	Yes	Full Cost Recovery
Minimum annual lease/licence fee to community groups (not for profit) for use of Council buildings (excluding SES, RFS and SLS)	per year	\$695.00	\$734.00	Yes	Partial Cost Recovery
Minor lease/licence/activation administration/application fee (as determined by Council)	per application	\$450.00	\$476.00	Yes	Partial Cost Recovery
Plan preparation fee (if required) - complex (max 5 hours then hourly rate)	per application	\$1,615.00	\$1,705.00	Yes	Full Cost Recovery
Community Storage space on reserves / in buildings - 10m2 or less	per year	\$280.00	\$296.00	Yes	Partial Cost Recovery
Community Storage space on reserves / in buildings - more than 10m2 and less than 20m2	per year	\$450.00	\$475.00	Yes	Partial Cost Recovery
Community Storage space on reserves / in buildings - more than 20m2	per year	\$610.00	\$645.00	Yes	Partial Cost Recovery
Activation Permit (up to six months) - Popup activation of food and beverage premises for adjoining public land or road (inc. laneway)	per application	Fee(s) to be determined upon assessment of application	Fee(s) to be determined upon assessment of application	Yes	Rate of Return Pricing (IRR)
Lease/licence fee for Council owned or managed residential and commercial property	per application	Market rate	Market rate	Yes	Rate of Return Pricing (IRR)
Manly Cemetery - Ashes Placement/Removal					
Family attendance at ashes placement - graves, garden beds, wall memorials, family rock memorials (Weekdays 9am to 2pm)	each	\$200.00	\$224.00	Yes	Market Based Pricing
Place ash remains in interment site - (no attendance)	each	\$691.00	\$730.00	Yes	Partial Cost Recovery
Place ash remains - after 3pm weekdays or 9am to 11am on weekends (subject to staff availability)	per hour or part thereof	\$269.00	Deleted Fee	Yes	Partial Cost Recovery
Removal of ashes container from burial site	each	\$413.00	Deleted Fee	Yes	Partial Cost Recovery
Removal of ash remains from interment site	each	\$525.00	\$555.00	Yes	Partial Cost Recovery
Place ash remains and supply bronze plaque -184mm x 152mm or 230mm x 152mm - 8 lines - Manly Columbarium Wall	each	\$1,499.00	\$1,499.00	Yes	Market Based Pricing
Place ash remains and supply bronze plaque - 330mm x 152mm - 8 lines - Manly Columbarium Wall	each	\$1,860.00	\$1,860.00	Yes	Market Based Pricing
Place ash remains and supply bronze plaque - 210mm x 210mm - 8 lines - Manly Granite Columbarium Wall	each	\$1,499.00	\$1,583.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Place ash remains and supply bronze plaque -178mm x 102mm - 8 lines - Dedication seat or garden memorial	each	\$1,621.00	\$1,371.00	Yes	Partial Cost Recovery
Place ash remains and supply memorial plaque - Granite Garden Border - supply bronze memorial plaque 178mm x 102mm 8 lines	each	\$1,621.00	Deleted Fee	Yes	Market Based Pricing
Discount on the second plaque/placement fee where placement of multiple ashes occurs at the same time	per instance	40%	20%	Yes	Market Based Pricing
Additional fee for plaque placement/removal on granite wall or other specialist works where a mason or other specialist trade is required.	each	Cost plus 10%	Cost plus 10%	Yes	Full Cost Recovery
Manly Cemetery - Burial Fees					
Interment (Burial) - Excavate grave for burial - weekday 9am to 2pm (hand dug - without machine)	each	\$4,610.00	\$4,610.00	Yes	Market Based Pricing
Interment (Burial) - Excavate grave for burial - Weekdays 9am to 2pm - Manly	each	\$2,704.00	\$2,856.00	Yes	Market Based Pricing
Interment (Burial) - Weekday bookings after 3pm surcharge (subject to staff availability)	each	\$555.00	Deleted Fee	Yes	Partial Cost Recovery
Interment (Burial) - Saturday - booking surcharge (from 9am to 11am only) - in addition to applicable weekday interment fee	each	\$1,357.00	\$1,433.00	Yes	Partial Cost Recovery
Interment (Burial) - Stillborn or infant	each	Zero	Zero	No	Zero Cost Recovery
Interment (Burial) - Child aged 1-18 (50% first interment fee)	each	50% of current standard interment fee	50% of current standard interment fee	Yes	Partial Cost Recovery
Interment (Burial) - shallow burial surcharge - in addition to interment fee	each	\$997.00	\$1,053.00	Yes	Partial Cost Recovery
Bariatric burial excavation surcharge - in addition to interment fee	each		\$1,434.00	Yes	Partial Cost Recovery
Manly Cemetery - Burial Site Care					
Annual care (1 x visit per month)	each	\$773.00	Deleted Fee	Yes	Partial Cost Recovery
Clean inscription plate, remove weeds and spray or cover with mulch or turf	each	\$185.00	Deleted Fee	Yes	Partial Cost Recovery
Renovate monument	each	Cost plus 50%	Deleted Fee	Yes	Market Based Pricing
Soiling and planting for a grave	each	\$391.00	\$413.00	Yes	Partial Cost Recovery
Turfing a grave	each	\$236.00	Deleted Fee	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Manly Cemetery - Council buyback					
Council buyback of unused interment site	each	50% of current standard fee	50% of current standard fee	No	Market Based Pricing
Council buyback of unoccupied wall niche, memorial panel, garden bed or other position in cemetery	each	50% of current standard equivalent	Deleted Fee	No	Market Based Pricing
Manly Cemetery - Exhumation (subject to site inspection and Health Department approval)					
Preparation of documents and application to Health Department	each	Cost plus 50%	Cost plus 50%	Yes	Market Based Pricing
Removal of monumental work	each	Cost plus 50%	Deleted Fee	Yes	Market Based Pricing
Excavation of site and recovery of remains to surface	each	\$4,869.00	Cost plus 50%	Yes	Market Based Pricing
Discount on the second plaque/placement fee where placement of multiple ashes occurs at the same time	each	0.40	Deleted Fee	Yes	Market Based Pricing
Manly Cemetery - Interment Rights					
Full monumental burial site -purchase interment rights for 2 burials and up to 6 ashes containers	each	\$19,677.00	\$20,779.00	Yes	Partial Cost Recovery
Purchase of Interment Right for Burial Site - full monumental sites - Manly - superior - middle rows 3 & 4	each	\$20,757.00	Deleted Fee	Yes	Partial Cost Recovery
Purchase of Interment Right for Burial Site - full monumental sites - Manly - premium - top rows 1 & 2	each	\$21,926.00	Deleted Fee	Yes	Partial Cost Recovery
Manly Columbarium Wall - purchase of interment Right - single niche in wall - standard - row 5 or lowest row	each	\$2,885.00	\$2,885.00	Yes	Partial Cost Recovery
Manly Columbarium Wall - purchase of Interment Right - single niche in wall - superior - middle rows 3 & 4	each	\$3,854.00	\$3,854.00	Yes	Partial Cost Recovery
Manly Columbarium Wall - purchase of Interment Right - single niche in wall - premium - top rows 1 & 2	each	\$4,813.00	\$4,813.00	Yes	Partial Cost Recovery
Manly Columbarium Wall - purchase of Interment Right - double niche in wall - standard - row 5 or lowest row	each	\$4,623.00	\$4,882.00	Yes	Partial Cost Recovery
Manly Columbarium Wall - purchase of Interment Right - double niche in wall - superior - middle rows 3 & 4	each	\$6,137.00	\$6,481.00	Yes	Partial Cost Recovery
Manly Columbarium Wall - purchase of Interment Right - double niche in wall - premium - top rows 1 & 2	each	\$7,662.00	\$8,092.00	Yes	Partial Cost Recovery
Manly Columbarium Wall - purchase of Interment Right - single niche in column - standard - row 5 or lowest row	each	\$3,153.00	\$3,153.00	Yes	Partial Cost Recovery
Manly Columbarium Wall - purchase of Interment Right - single niche in column - superior - middle rows 3 & 4	each	\$4,209.00	\$4,209.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Manly Columbarium Wall - purchase of Interment Right - single niche in column - premium - top rows 1 & 2	each	\$5,265.00	\$5,265.00	Yes	Partial Cost Recovery
Manly Granite Columbarium Wall - purchase of Interment Right - single niche in wall - standard - row 5 or lowest row	each	\$4,879.00	\$4,879.00	Yes	Partial Cost Recovery
Manly Granite Columbarium Wall - purchase of Interment Right - single niche in wall - superior - middle rows 3 & 4	each	\$5,740.00	\$5,740.00	Yes	Partial Cost Recovery
Manly Granite Columbarium Wall - purchase of Interment Right - single niche in wall - premium - top rows 1 & 2	each	\$6,595.00	\$6,595.00	Yes	Partial Cost Recovery
Transfer of burial or niche interment right - including issue of new certificate for up to 2 sites	each	\$308.00	\$326.00	No	Partial Cost Recovery
Transfer of burial or niche interment right - including issue of new certificate for 3 or more sites or complex historical / intestacy	each	\$435.00	\$460.00	No	Partial Cost Recovery
Transfer of burial or niche interment right - Pensioner Discount - including issue of new certificate	each	\$147.00	\$156.00	No	Partial Cost Recovery
Manly Granite Garden Border - purchase of Interment Right - standard	each	\$3,988.00	Deleted Fee	Yes	Partial Cost Recovery
Manly Granite Garden Border - purchase of Interment Right - superior	each	\$4,779.00	Deleted Fee	Yes	Partial Cost Recovery
Manly Granite Garden Border - purchase of Interment Right - premium	each	\$5,358.00	Deleted Fee	Yes	Partial Cost Recovery
Cancellation fee - cancel reservation of interment rights (within 12 mths of purchase)/General administration fee	each	\$153.00	\$162.00	Yes	Partial Cost Recovery
Manly Cemetery - Memorials/Dedications (at Trustee discretion)					
Memorial plaques - bronze plaque 178 x 102mm attached to kerbing on monument (not permitted on War Graves)	each	\$1,327.00	Deleted Fee	Yes	Partial Cost Recovery
Memorial plaques - additional line of text	each	\$68.00	\$68.00	Yes	Partial Cost Recovery
Memorial plaques - photo - True to Life/Lifetime image - black and white - 30mm x 40mm	each	\$458.00	\$484.00	Yes	Partial Cost Recovery
Memorial plaques - photo - True to Life/Lifetime image - colour - 30mm x 40mm	each	\$614.00	\$649.00	Yes	Partial Cost Recovery
Memorial plaques - other photo sizes/materials or decorative items	each	Cost plus 50%	Cost plus 50%	Yes	Market Based Pricing
Memorial plaques - emblems	each	\$158.00	\$158.00	Yes	Partial Cost Recovery
Memorial plaques - Perpetual flowers	each	\$180.00	\$191.00	Yes	Partial Cost Recovery
Dedication seat - supply and install "Park" or similar timber and aluminium seat in cemetery at Trustee discretion	each	\$4,533.00	\$4,787.00	Yes	Partial Cost Recovery
Dedication seat - superior	each	\$5,547.00	Deleted Fee	Yes	Partial Cost Recovery
Purchase Granite sloper and bronze plaque for burial site - (concrete footing not included)	each	\$2,440.00	Deleted Fee	Yes	Partial Cost Recovery
Dedication seat - premium	each	\$6,716.00	Deleted Fee	Yes	Partial Cost Recovery
Tree Memorial - purchase position on plinth - standard	each	\$2,741.00	\$2,895.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Tree Memorial - purchase position on plinth - superior	each	\$3,798.00	Deleted Fee	Yes	Partial Cost Recovery
Tree Memorial - purchase position on plinth - premium	each	\$4,544.00	Deleted Fee	Yes	Partial Cost Recovery
Manly Cemetery - Monumental Work					
Permission to add inscription to headstone or bronze plaque on plinth	per burial site	\$158.00	\$167.00	No	Partial Cost Recovery
Permission to repair/upgrade monument or install landscaping treatment	per burial site	\$314.00	\$332.00	No	Partial Cost Recovery
Application for permission to construct new monument - includes first inscription - per site	per burial site	\$536.00	\$567.00	No	Partial Cost Recovery
Application for permission to erect tomb, vault, sculpture or monuments over 1.5m	each	\$837.00	\$884.00	No	Partial Cost Recovery
Permit to construct new monument - includes first inscription (Manly or Mona Vale Cemeteries)	per burial site	\$158.00	Deleted Fee	No	Market Based Pricing
Pre-poured foundations	each	Cost plus 50%	Deleted Fee	Yes	Market Based Pricing
Remove and replace concrete infill or slab - fee for reopening of grave with tombstone and/or slab - Northern Memorials monuments	each	\$837.00	Deleted Fee	Yes	Partial Cost Recovery
Miscellaneous Fees					
Small events booking - not for profit use - Mona Vale Cemetery site office courtyard area for commemorations/memorial services	per hour or part thereof	\$25.90	\$27.40	Yes	Partial Cost Recovery
Administrative fee to implement tax rulings to refund the GST component of a fee for goods and services	per amendment	\$53.00	\$56.00	No	Partial Cost Recovery
Mona Vale Cemetery - Ashes Placement/Removal (includes transfer of interment rights within 12 months of ashes placement)					
Family attendance at ashes placement - graves, garden beds, wall memorials, family rock memorials (Weekdays 9am to 3pm)	each	\$212.00	\$224.00	Yes	Market Based Pricing
Place ash remains in interment site - Mona Vale (no attendance)	each	\$691.00	\$730.00	Yes	Market Based Pricing
Place ash remains in gravesite - with family attendance - weekdays 9am to 3pm	each	\$902.00	Deleted Fee	Yes	Market Based Pricing
Place ash remains in Garden Beds A - D - and supply memorial plaque (178mm x 102mm with 8 lines of text) mounted on sandstone plinth (with family in attendance - weekdays 9am to 3pm)	each	\$1,482.00	Deleted Fee	Yes	Market Based Pricing
Place ash remains in garden beds or other in-ground memorial - after 3pm weekdays or 9am to 11am on weekends (subject to staff availability)	per hour or part thereof	\$269.00	Deleted Fee	Yes	Market Based Pricing
Removal of ashes container from burial site	each	\$413.00	Deleted Fee	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Removal of ash remains from interment site	each	\$525.00	\$555.00	Yes	Market Based Pricing
Removal of ashes container from Garden Beds or other in-ground memorial	each	\$413.00	Deleted Fee	Yes	Market Based Pricing
Place ash remains and supply bronze plaque - 178mm x 102mm - 8 lines - Garden Beds A -D, grave border, family rock, seat or tree memorials	each	\$1,271.00	\$1,371.00	Yes	Market Based Pricing
Place ash remains and supply bronze plaque - 137mm x 102mm - 8 lines - SO Reynolds Memorial Wall	each	\$1,138.00	\$1,235.00	Yes	Market Based Pricing
Dedication seat - supply of bronze plaque (178mm x 102mm with 8 lines of text) attached to timber seat and place ash remains in ground underneath	each	\$1,236.00	Deleted Fee	No	Market Based Pricing
Place ash remains and supply memorial plaque - 230mm x 230mm - 10 lines - Bedrock memorial - small - 2 ashes	each	\$1,460.00	\$1,542.00	Yes	Market Based Pricing
Place Ash Remains and supply bronze plaque - 185mm x 185mm - 10 lines - Pittwater Memorial Wall Niche	each	\$1,494.00	Deleted Fee	Yes	Market Based Pricing
Place ash remains and supply memorial plaque - 355mm x 230mm - 10 lines - Bedrock memorial - large - 3 ashes	each	\$1,750.00	\$1,848.00	Yes	Market Based Pricing
Place ash remains in family rock memorial - and supply of bronze plaque 178mm x 102mm with 8 lines of text - no attendance	each	\$1,305.00	Deleted Fee	Yes	Market Based Pricing
Place ash remains and supply bronze plaque - 185mm x 185mm - 10 lines - Pittwater Memorial Wall Niche or Gum Tree Grove Gardens E - H	each	\$1,494.00	\$1,494.00	Yes	Market Based Pricing
Place ash remains in Gum Tree Grove Granite Garden Estate - supply memorial plaque - granite plinth - (185mm x 185mm with 10 lines of text) and place ash remains	each	\$1,494.00	Deleted Fee	Yes	Market Based Pricing
Place ash remains and supply bronze plaque - 158mm - Decorative Cylinder Memorial	each	\$1,271.00	\$1,343.00	Yes	Market Based Pricing
Scatter ashes in cemetery gardens or in Council LGA (designated locations) - details of deceased and location of ashes noted in Cemetery Register	each	\$280.00	Deleted Fee	Yes	Market Based Pricing
Place ash remains and supply memorial plaque - Tree memorial - supply memorial plaque, attach to plinth and place remains	each	\$1,705.00	Deleted Fee	Yes	Market Based Pricing
Sculptural item - ashes placement (no attendance) and supply of bronze plaque 178mm x 102mm attached to sculpture	each	\$1,305.00	Deleted Fee	Yes	Market Based Pricing
Discount on the second plaque/placement fee where placement of multiple ashes occurs at the same time	each	40%	20%	Yes	Market Based Pricing
Mona Vale Cemetery - Burial Fees (includes transfer of interment rights within 12 months of interment)					
Interment (Burial) - Excavate grave for burial - Weekdays 9am to 2pm - Mona Vale	each	\$2,264.00	\$2,391.00	Yes	Market Based Pricing
Interment (Burial) - Second (or Third) Interment - Excavate grave for burial - Weekdays 9am to 2.30pm - Mona Vale	each	\$2,031.00	\$2,145.00	Yes	Market Based Pricing
Interment (Burial) - Weekday bookings after 3pm surcharge (subject to staff availability)	each	\$510.00	Deleted Fee	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Interment (Burial) - Saturday - booking surcharge (from 9am to 11am only) - in addition to applicable weekday interment fee	each	\$1,320.00	\$1,394.00	Yes	Market Based Pricing
Interment (Burial) - Stillborn or infant	each	Zero	Zero	No	Zero Cost Recovery
Interment (Burial) - Child aged 1-18 (50% first interment fee)	each	50% of current first interment fee	50% of current first interment fee	Yes	Market Based Pricing
Interment (Burial) - shallow burial surcharge - in addition to interment fee	each	\$1,026.00	\$1,053.00	Yes	Partial Cost Recovery
Interment (Burial) - triple depth excavation surcharge - in addition to standard first interment fee	each	\$570.00	Deleted Fee	Yes	Market Based Pricing
Interment (Burial) - bottom or top of grave - half filled with sand/premium soil (as part of cultural burial requirement)	each	\$560.00	\$592.00	Yes	Market Based Pricing
Interment (Burial) - Use of lowering device on grave for coffins/casket (new graves/reserved graves with no monumental work and unimpeded access around site)	each	\$441.00 additional to applicable interment fee	\$466.00 additional to applicable interment fee	Yes	Market Based Pricing
Bariatric burial excavation surcharge - in addition to interment fee	each		\$1,434.00	Yes	Partial Cost Recovery
Mona Vale Cemetery - Burial Site Care					
Annual care (1 x visit per month)	each	\$773.00	\$817.00	Yes	Market Based Pricing
Clean inscription plate, remove weeds and spray, cover with mulch	each	\$185.00	\$196.00	Yes	Market Based Pricing
Renovate monument	each	Cost plus 50%	Cost plus 50%	Yes	Market Based Pricing
Mona Vale Cemetery - Council buyback					
Council buyback of unused interment site	each	50% of current standard equivalent price	50% of current standard equivalent price	No	Market Based Pricing
Council buyback of unoccupied wall niche, memorial panel, garden bed or other position in cemetery	each	50% of current standard equivalent price	Deleted Fee	No	Market Based Pricing
Mona Vale Cemetery - Exhumation (subject to site inspection and Health Department approval)					
Preparation of documents and application to Health Department	each	Cost plus 50%	Cost plus 50%	Yes	Market Based Pricing
Removal of monumental work	each	Cost plus 50%	Deleted Fee	Yes	Market Based Pricing
Excavation of site and recovery of remains to surface	each	Cost plus 50%	Cost plus 50%	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Mona Vale Cemetery - Interment Rights					
Priority allocation fee (for reserving a position in soon to be released area)	each	50% of equivalent value	Deleted Fee	Yes	Market Based Pricing
Full monumental burial site -purchase interment rights for 2 burials and up to 6 ashes containers	each	\$13,169.00	\$13,907.00	Yes	Market Based Pricing
Purchase of Interment Right for Burial Site - full monumental sites - Mona Vale - superior	each	\$14,278.00	Deleted Fee	Yes	Market Based Pricing
Purchase of Interment Right for Burial Site - full monumental sites - Mona Vale - premium	each	\$15,376.00	Deleted Fee	Yes	Market Based Pricing
Lawn Burial Site - purchase interment rights for 2 burials and up to 6 ashes - includes lawn marker memorial (inscriptions not included)	each	\$10,840.00	\$11,450.00	Yes	Market Based Pricing
Headstone Lawn Burial Site - purchase interment rights for 2 burials and up to 6 ashes - includes granite desk sloper memorial (inscriptions not included)	each	\$12,100.00	Deleted Fee	Yes	Market Based Pricing
Purchase of Interment Right for Monumental Lawn Grave Site - premium	each	\$14,109.00	Deleted Fee	Yes	Market Based Pricing
Pittwater Memorial Wall - purchase Interment Right - single niche in granite wall - standard (lower rows 5 & 6)	each	\$1,889.00	\$2,267.00	Yes	Market Based Pricing
Pittwater Memorial Wall - purchase Interment Right - single niche in granite wall - superior (mid rows 3 & 4)	each	\$2,106.00	\$2,527.00	Yes	Market Based Pricing
Pittwater Memorial Wall - purchase Interment Right - single niche in granite wall - premium (upper rows 1 & 2)	each	\$2,317.00	\$2,780.40	Yes	Market Based Pricing
Gum Tree Grove Garden Memorial - purchase of interment right - for single position - includes granite memorial plinth	each	\$3,182.00	\$3,361.00	Yes	Market Based Pricing
Gum Tree Grove Garden Memorial - purchase of Interment Right - superior	each	\$4,434.00	Deleted Fee	Yes	Market Based Pricing
Gum Tree Grove Garden Memorial - purchase of Interment Right - premium	each	\$5,592.00	Deleted Fee	Yes	Market Based Pricing
Gum Tree Grove Granite Garden Estate - purchase of Double Interment Right	each	\$3,832.00	\$5,376.00	Yes	Market Based Pricing
Gum Tree Grove Granite Garden Estate - purchase of Single Interment Right - superior	each	\$5,001.00	Deleted Fee	Yes	Market Based Pricing
Gum Tree Grove Granite Garden Estate - purchase of Single Interment Right - premium	each	\$6,171.00	Deleted Fee	Yes	Market Based Pricing
Memorial Garden Bed - (Mona Vale) - purchase of Interment Right - for single position - Garden A and B	each	\$1,282.00	\$2,020.00	Yes	Market Based Pricing
Memorial Garden Bed - (Mona Vale) - purchase of Interment Right - for single position - Garden C	each	\$1,683.00	\$2,020.00	Yes	Market Based Pricing
Memorial Garden Bed - (Mona Vale) - purchase of Interment Right - for single position - Garden D	each	\$2,096.00	\$2,515.00	Yes	Market Based Pricing
SO Reynolds Memorial Wall - purchase of Interment Right - single niche in memorial wall	each	\$1,051.00	\$1,261.00	Yes	Market Based Pricing
Transfer of burial or niche interment right - including issue of new certificate for up to 2 sites	each	\$308.00	\$326.00	No	Market Based Pricing
Transfer of burial or niche interment right - including issue of new certificate for 3 or more sites or complex historical / intestacy	each	\$418.00	\$460.00	No	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Transfer of burial or niche interment right - Pensioner Discount - including issue of new certificate	each	\$135.00	\$156.00	No	Market Based Pricing
Bedrock memorials - purchase interment right - Small memorial - up to 2 ashes	each	\$2,400.00	\$2,400.00	Yes	Market Based Pricing
Bedrock memorials - purchase interment right - Large memorial - up to 3 ashes	each	\$4,660.00	\$4,660.00	Yes	Market Based Pricing
Late or early arrival or departure fee - Weekdays - every 30 minute interval (late departure fees after 3.30pm or for funeral bookings over 60 mins duration)	each	\$580.00	\$580.00	Yes	Market Based Pricing
Late or early arrival or departure fee - Saturdays - every 30 minute interval (late departure fees after 12.30pm or for funeral bookings over 60 mins duration)	each	\$700.00	\$700.00	Yes	Market Based Pricing
Family rock estate - purchase interment right - Standard - (up to 2 Ash Remains) - including bronze family name plate - (placed in cemetery or memorial gardens at Trustee discretion)	each	\$6,984.00	\$7,375.00	Yes	Market Based Pricing
Family rock estate -purchase interment right - Superior - (up to 4 Ash Remains) - including bronze family name plate - (placed in cemetery or memorial gardens at Trustee discretion)	each	\$10,030.00	\$10,595.00	Yes	Market Based Pricing
Purchase of family rock estate - Premium - (larger rock or premium location, accommodates up to 6 Ash remains) - including bronze family name plate - (placed in cemetery or memorial gardens at Council's discretion)	each	\$13,790.00	Deleted Fee	Yes	Market Based Pricing
Cancellation fee - cancel reservation of interment rights (within 12mths of purchase) / General administration fee	each	\$140.00	\$162.00	Yes	Market Based Pricing
Decorative Cylinder Memorial - purchase interment right for single position	each	\$3,665.00	\$3,871.00	Yes	Market Based Pricing
Mona Vale Cemetery - Memorials/Dedications					
Dedication seat - supply and install "Park" or similar timber and aluminium seat in cemetery at Trustee discretion	each	\$4,533.00	\$4,787.00	No	Market Based Pricing
Dedication seat - superior	each	\$5,547.00	Deleted Fee	No	Market Based Pricing
Dedication seat - premium	each	\$6,716.00	Deleted Fee	No	Market Based Pricing
Dedication seat - supply of bronze plaque 178mm x 102mm attached to timber seat (does not include ashes interment)	each	\$691.00	Deleted Fee	Yes	Market Based Pricing
Pittwater Memorial Wall Panel - purchase position on memorial wall 110mm x 110mm - standard (lower rows 5 & 6)	each	\$364.00	\$385.00	Yes	Market Based Pricing
Pittwater Memorial Wall Panel - purchase position on memorial wall 110mm x 110mm - superior (mid rows 3 & 4)	each	\$418.00	\$442.00	Yes	Market Based Pricing
Pittwater Memorial Wall Panel - purchase position on memorial wall 110mm x 110mm - premium (upper rows 1 & 2)	each	\$523.00	\$553.00	Yes	Market Based Pricing
Pittwater Memorial Wall Panel - supply memorial plaque and attach to wall - 110mm x 110mm	each	\$402.00	\$425.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Memorial plaques - conical vase - attached to plaque	each	\$191.00	\$226.00	Yes	Market Based Pricing
Memorial plaques - conical vase - attached to memorial wall	each	\$314.00	\$314.00	Yes	Market Based Pricing
Memorial plaques - detachable name plate for Bedrock Memorial Plaques	each	Cost plus 50%	Cost plus 50%	Yes	Market Based Pricing
Memorial plaques - photo - True to Life/Lifetime image - black and white - 30mm x 40mm	each	\$458.00	\$484.00	Yes	Market Based Pricing
Memorial plaques - photo - True to Life/Lifetime image - colour - 30mm x 40mm	each	\$614.00	\$649.00	Yes	Market Based Pricing
Memorial plaques - photos - photos or decorative items - other materials or sizes	each	Cost plus 50%	Cost plus 50%	Yes	Market Based Pricing
Memorial plaques - emblems	each	\$158.00	\$167.00	Yes	Market Based Pricing
Memorial plaques - perpetual flowers	each	\$180.00	\$191.00	Yes	Market Based Pricing
Memorial plaques - photo - True to life/Lifetime image - colour - 50mm x 70mm	each	\$647.00	Deleted Fee	Yes	Market Based Pricing
Memorial plaques - Upgrade plaque for Memorial Gardens A - D or supply for dedication seat - 178mm x 102mm	each	\$759.00	\$759.00	Yes	Market Based Pricing
Memorial plaques - upgrade plaque from engraved to embossed for SO Reynolds Memorial Wall	each	\$681.00	\$681.00	Yes	Market Based Pricing
Memorial plaques - additional line of text	each	\$68.00	\$68.00	Yes	Partial Cost Recovery
Memorial plaques - bronze plaque 178 x 102mm attached to kerbing on monument (not permitted on War Graves)	each	\$1,327.00	Deleted Fee	Yes	Market Based Pricing
Tree Memorial - Mona Vale Cemetery - family (up to 4 positions)	each	\$10,012.00	\$10,573.00	Yes	Market Based Pricing
Tree Memorial - Mona Vale Cemetery - shared (per position on border)	each	\$2,218.00	\$2,343.00	Yes	Market Based Pricing
Purchase Granite sloper and bronze plaque for burial site - (concrete footing not included)	each	\$2,440.00	\$2,577.00	Yes	Market Based Pricing
Sculptural item - installed in cemetery grounds at discretion of trustee	each	Cost plus 50%	Cost plus 50%	Yes	Market Based Pricing
Mona Vale Cemetery - Monumental Work					
Permission to add inscription	per burial site	\$158.00	\$167.00	No	Market Based Pricing
Permission to repair/upgrade monument or install landscaping treatment	per burial site	\$314.00	\$332.00	No	Market Based Pricing
Permission to construct new monument - includes first inscription - per site (Manly or Mona Vale)	per burial site	\$536.00	\$567.00	No	Market Based Pricing
Application to use burial site for monument - where no burial will ever occur - not permitted with new site sales	per burial site	\$5,457.00	Deleted Fee	No	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Application for permission to erect tomb, vault, sculpture or monuments over 1.5m	per burial site	\$837.00	Deleted Fee	No	Market Based Pricing
Permission to add inscription to headstone or bronze plaque on plinth	per burial site	\$158.00	Deleted Fee	No	Market Based Pricing
Pre-poured foundations	per burial site	Cost plus 50%	Deleted Fee	Yes	Market Based Pricing
Remove and replace concrete infill or slab - fee for reopening of grave with tombstone and/or slab - Northern Memorials monuments	per burial site	\$837.00	Deleted Fee	Yes	Partial Cost Recovery
Outdoor Dining					
Initial application fee (non-refundable)	per application	\$450.00	\$450.00	No	Market Based Pricing
New owner transfer fee	each	\$285.00	\$285.00	No	Market Based Pricing
Renewal of an approval (no changes)	each		\$86.00	No	Partial Cost Recovery
Bonds - security and performance (to be paid for each new approval & returned at cessation of approval)	each		Three months approval fee	No	Full Cost Recovery
Administration fee - late payment	each	\$110.00	\$110.00	No	Market Based Pricing
Avalon	per square metre per year	\$375.00	\$375.00	No	Market Based Pricing
Collaroy - Pittwater Road strip	per square metre per year	\$405.00	\$405.00	No	Market Based Pricing
Collaroy - other areas	per square metre per year	\$255.00	\$255.00	No	Market Based Pricing
Curl Curl and Queenscliff	per square metre per year	\$275.00	\$275.00	No	Market Based Pricing
Dee Why Beachfront (The Strand)	per square metre per year	\$745.00	\$745.00	No	Market Based Pricing
Dee Why - other areas	per square metre per year	\$440.00	\$440.00	No	Market Based Pricing
Forestville Shopping Centre	per square metre per year	\$430.00	\$430.00	No	Market Based Pricing
Freshwater	per square metre per year	\$480.00	\$480.00	No	Market Based Pricing
Manly - CBD Central - Area 1 - The Corso (between Darley Road & North Steyne incl. cnr Sydney Road)	per square metre per year	\$900.00	\$900.00	No	Market Based Pricing
Manly - CBD Central - Area 1 - South Steyne (the Corso - Wentworth Street)	per square metre per year	\$900.00	\$900.00	No	Market Based Pricing
Manly - CBD Central - Area 2 - The Corso (between East/West Esplanade & Darley Road)	per square metre per year	\$800.00	\$800.00	No	Market Based Pricing
Manly - CBD - Area 3 - North Steyne (The Corso to Raglan Street, Market Lane, Short Street Plaza, Sydney Road Plaza and Rialto Square)	per square metre per year	\$700.00	\$700.00	No	Market Based Pricing
Manly - CBD - Area 4 - Darley Road (The Corso & Wentworth Street), North Steyne (North of Raglan Street and South of Carlton Street) and South Steyne (South of Wentworth)	per square metre per year	\$700.00	\$700.00	No	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Manly - CBD - Area 5 - Victoria Parade (including the corner with South Steyne), Wentworth Street (between South Steyne & Darley Road), Darley Road, North Steyne (North of Carlton Street), Marine Parade and Belgrave St & Whistler Street, Raglan St, Short St & Central Avenue	per square metre per year	\$630.00	\$630.00	No	Partial Cost Recovery
Manly - Non CBD - Beatrice Street, Balgowlah Heights, Sydney Road, Seaforth and Sydney Road, Fairlight, (includes Fairlight, Balgowlah, Balgowlah Heights, Seaforth & Clontarf) and all other local shopping strips	per square metre per year	\$393.00	\$393.00	No	Market Based Pricing
Manly - Non CBD - Pittwater Road	per square metre per year	\$465.00	\$465.00	No	Market Based Pricing
Mona Vale	per square metre per year	\$375.00	\$375.00	No	Market Based Pricing
Narrabeen	per square metre per year	\$415.00	\$415.00	No	Market Based Pricing
Newport	per square metre per year	\$350.00	\$350.00	No	Market Based Pricing
North Balgowlah, Brookvale, Frenchs Forest and Narrabeen	per square metre per year	\$320.00	\$320.00	No	Market Based Pricing
North Narrabeen	per square metre per year	\$295.00	\$295.00	No	Market Based Pricing
Palm Beach	per square metre per year	\$345.00	\$345.00	No	Market Based Pricing
Warriewood	per square metre per year	\$295.00	\$295.00	No	Market Based Pricing
Whale Beach	per square metre per year	\$290.00	\$290.00	No	Market Based Pricing
Unspecified other areas	per square metre per year	\$255.00	\$255.00	No	Market Based Pricing
Minimum annual usage fee for outdoor dining approvals	each	\$500.00	\$500.00	No	Market Based Pricing
Pittwater Golf Centre					
Driving Range - child/adult - disability - 25 balls	each	\$8.00	\$10.00	Yes	Market Based Pricing
Driving Range - child/adult - disability - 50 balls	each	\$11.00	\$13.00	Yes	Market Based Pricing
Driving Range - child/adult - disability - 100 balls	each	\$17.00	\$19.00	Yes	Market Based Pricing
Driving Range balls - adult - 25 balls	each	\$11.00	\$13.00	Yes	Market Based Pricing
Driving Range balls - adult - 50 balls	each	\$15.00	\$17.00	Yes	Market Based Pricing
Driving Range balls - adult - 100 balls	each	\$22.00	\$24.00	Yes	Market Based Pricing
Driving Range child (U18) / seniors (with card) / student (with card) - 25 balls	each	\$10.00	\$12.00	Yes	Market Based Pricing
Driving Range child (U18) / seniors (with card) / student (with card) - 50 balls	each	\$13.00	\$15.00	Yes	Market Based Pricing
Driving Range child (U18) / seniors (with card) / student (with card) - 100 balls	each	\$20.00	\$22.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Driving Range balls - adult - 500 balls (with 12 months expiry)	each	\$100.00	\$105.00	Yes	Market Based Pricing
Driving Range balls - adult - 1,000 balls (with 12 months expiry)	each	\$180.00	\$185.00	Yes	Market Based Pricing
Driving Range balls - adult - 5,000 balls (with 12 months expiry)	each	\$725.00	\$750.00	Yes	Market Based Pricing
Driving Range - VIP area user fee per calendar month (unlimited play per calendar month)	per month	\$15.00	\$15.00	Yes	Market Based Pricing
Mini Golf fees - adult - 18 holes	each	\$20.00	\$21.00	Yes	Market Based Pricing
Mini Golf fees - adult - 36 holes	each	\$23.00	\$24.00	Yes	Market Based Pricing
Mini Golf fees - adult - unlimited play (same day only)	each	\$26.00	\$27.00	Yes	Market Based Pricing
Mini Golf fees - birthday parties - self-catered party per child	each	\$19.90	\$19.90	Yes	Market Based Pricing
Mini Golf fees - birthday parties - special package party per child	each	\$25.90	\$25.90	Yes	Market Based Pricing
Mini Golf fees - birthday parties - super package party per child	each	\$28.90	\$28.90	Yes	Market Based Pricing
Mini Golf fees - birthday parties - supreme package party per child	each	\$31.90	\$31.90	Yes	Market Based Pricing
Mini Golf fees - child (U18)/seniors (with card)/student (with card) - 18 holes	each	\$15.00	\$16.00	Yes	Market Based Pricing
Mini Golf fees - child (U18)/seniors (with card)/student (with card) - 36 holes	each	\$18.00	\$19.00	Yes	Market Based Pricing
Mini Golf fees - child (U18)/seniors (with card)/student (with card) - unlimited play (same day only)	each	\$21.00	\$22.00	Yes	Market Based Pricing
Mini Golf fees - child/adult - disability - 18 holes	each	\$11.00	\$12.00	Yes	Market Based Pricing
Mini Golf fees - child/adult - disability - 36 holes	each	\$14.00	\$15.00	Yes	Market Based Pricing
Mini Golf fees - family (2A + 2C) - 18 holes	each	\$49.00	\$53.00	Yes	Market Based Pricing
Mini Golf fees - family (2A + 2C) - 36 holes	each	\$59.00	\$63.00	Yes	Market Based Pricing
Mini Golf fees - family (2A + 2C) - unlimited play (same day only)	each	\$69.00	\$73.00	Yes	Market Based Pricing
Mini Golf fees - family upgrade (same day only)	each	\$13.00	\$14.00	Yes	Market Based Pricing
Mini Golf fees - preschool (U5) - 18 holes	each	\$11.00	\$12.00	Yes	Market Based Pricing
Mini Golf fees - preschool (U5) - 36 holes	each	\$14.00	\$15.00	Yes	Market Based Pricing
Mini Golf fees - preschool (U5) - unlimited play (same day only)	each	\$17.00	\$18.00	Yes	Market Based Pricing
Marketing and/or promotional offer at Council's discretion	each	up to 100% discount	up to 100% discount	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Property - Additional Fees - for access and management of Council buildings					
Standard key (single differ) issue or access pass	each	\$97.00	\$103.00	Yes	Partial Cost Recovery
Master key issue	each	\$380.00	\$402.00	Yes	Partial Cost Recovery
Loss or non-return of standard key (single differ)	each	\$632.00	\$668.00	Yes	Partial Cost Recovery
Loss or non-return of master key	each	\$12,586.00	\$13,291.00	Yes	Partial Cost Recovery
Re-keying or replacement of locks where keys have been lost. Does not include cost of replacement keys	each	Cost plus 20%	Cost plus 20%	Yes	Rate of Return Pricing (IRR)
Charge out rate for staff - Steward	per hour per staff member	\$115.00	\$122.00	Yes	Partial Cost Recovery
Charge out rate for staff - Facilities Officer	per hour per staff member	\$172.00	\$182.00	Yes	Partial Cost Recovery
Charge out rate for staff - Senior Facilities Officer	per hour per staff member	\$203.00	\$215.00	Yes	Partial Cost Recovery
Charge out rate for staff - Facilities Manager	per hour per staff member	\$291.00	\$308.00	Yes	Partial Cost Recovery
Supply of goods and services - cost recovery for goods and services supplied to third parties	each	Cost plus 15%	Cost plus 15%	Yes	Rate of Return Pricing (IRR)
Property Officers Time Charge out rate					
Staff charge out rate: Property Officer (minimum 1 hour)	per hour	\$172.00	\$182.00	Yes	Full Cost Recovery
Staff charge out rate: Senior Property Officer (minimum 1 hour)	per hour	\$203.00	\$215.00	Yes	Full Cost Recovery
Staff charge out rate: Property Manager/Team Leader (minimum 1 hour)	per hour	\$291.00	\$308.00	Yes	Full Cost Recovery
Public notification of application required by statute					
Public notification of applications required by statute, including but not limited to newspaper and internet advertisements, signage and letters.	per application	Cost plus 10%	Cost plus 10%	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Sydney Lakeside Holiday Park - Accommodation - Low Season					
Low season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people)	per week	\$1,806.00	\$1,611.00	Yes	Market Based Pricing
Low season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$311.00	\$320.00	Yes	Market Based Pricing
Low season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$237.00	\$243.00	Yes	Market Based Pricing
Low season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people)	per week	\$1,651.00	\$1,494.00	Yes	Market Based Pricing
Low season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people) - Friday - Saturday	per night	\$285.00	\$296.00	Yes	Market Based Pricing
Low season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people) - Sunday - Thursday	per night	\$216.00	\$225.00	Yes	Market Based Pricing
Low season - Bunkhouse (rates for 4 people, max occupancy 4 people)	per week	\$1,160.00	\$1,039.00	Yes	Market Based Pricing
Low season - Bunkhouse (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$186.00	\$193.00	Yes	Market Based Pricing
Low season - Bunkhouse (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$158.00	\$163.00	Yes	Market Based Pricing
Low season - Lakeview Villa (rates for 4 people, max occupancy 4 people)	per week	\$2,199.00	\$1,980.00	Yes	Market Based Pricing
Low season - Lakeview Villa (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$363.00	\$378.00	Yes	Market Based Pricing
Low season - Lakeview Villa (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$294.00	\$306.00	Yes	Market Based Pricing
Low season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people)	per week	\$1,806.00	\$1,611.00	Yes	Market Based Pricing
Low season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people) - Friday - Saturday	per night	\$311.00	\$320.00	Yes	Market Based Pricing
Low season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people) - Sunday - Thursday	per night	\$237.00	\$243.00	Yes	Market Based Pricing
Low season - Palm Cabin (rates for 4 people, max occupancy 5 people)	per week	\$1,806.00	\$1,611.00	Yes	Market Based Pricing
Low season - Palm Cabin (rates for 4 people, max occupancy 5 people) - Friday - Saturday	per night	\$311.00	\$320.00	Yes	Market Based Pricing
Low season - Palm Cabin (rates for 4 people, max occupancy 5 people) - Sunday - Thursday	per night	\$237.00	\$243.00	Yes	Market Based Pricing
Low season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people)	per week		\$1,004.00	Yes	Market Based Pricing
Low season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people) - Friday - Saturday	per night	\$182.00	\$189.00	Yes	Market Based Pricing
Low season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people) - Sunday - Thursday	per night	\$151.00	\$156.00	Yes	Market Based Pricing
Low season - Studio Cabin (rates for 2 people, max occupancy 2 people)	per week	\$1,205.00	\$1,086.00	Yes	Market Based Pricing
Low season - Studio Cabin (rates for 2 people, max occupancy 2 people) - Friday - Saturday	per night	\$194.00	\$202.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Low season - Studio Cabin (rates for 2 people, max occupancy 2 people) - Sunday - Thursday	per night	\$163.00	\$170.00	Yes	Market Based Pricing
Low season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people)	per week	\$1,806.00	\$1,611.00	Yes	Market Based Pricing
Low season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$311.00	\$320.00	Yes	Market Based Pricing
Low season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$237.00	\$243.00	Yes	Market Based Pricing
Low season - Villa/Cabin Extras - adults (16 years and over)	per week	\$168.00	\$168.00	Yes	Market Based Pricing
Low season - Villa/Cabin Extras - adults (16 years and over)	per night	\$24.00	\$24.00	Yes	Market Based Pricing
Low season - Villa/Cabin Extras - children (4 - 15 years)	per week	\$133.00	\$133.00	Yes	Market Based Pricing
Low season - Villa/Cabin Extras - children (4 - 15 years)	per night	\$19.00	\$19.00	Yes	Market Based Pricing
Low season - Ensuite Site (rates for 2 people, max occupancy 6 people)	per week	\$554.00	\$489.00	Yes	Market Based Pricing
Low season - Ensuite Site (rates for 2 people, max occupancy 2 people)	per week	\$554.00	Deleted Fee	Yes	Market Based Pricing
Low season - Ensuite Site (rates for 2 people, max occupancy 6 people)	per night	\$79.00	\$82.00	Yes	Market Based Pricing
Low season - Powered Site (North, South, Tent) (rates for 2 people, max occupancy 6 people)	per week	\$416.00	\$368.00	Yes	Market Based Pricing
Low season - Powered Site (North, South, Tent) (rates for 2 people, max occupancy 6 people)	per night	\$59.00	\$61.00	Yes	Market Based Pricing
Low season - Unpowered Tent Only Site (Small Sites) (rates for 2 people, max occupancy 2 people)	per night	\$47.00	\$48.00	Yes	Market Based Pricing
Low season - Unpowered Tent Only Site (Small Sites) (rates for 2 people, max occupancy 2 people)	per week	\$331.00	\$288.00	Yes	Market Based Pricing
Low season - Site Extras - adults (16 years and over)	per week	\$105.00	\$105.00	Yes	Market Based Pricing
Low season - Site Extras - adults (16 years and over)	per night	\$15.00	\$15.00	Yes	Market Based Pricing
Low season - Site Extras- children (4-15 years)	per week	\$56.00	\$56.00	Yes	Market Based Pricing
Low season - Site Extras -children (4-15 years)	per night	\$8.00	\$8.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Sydney Lakeside Holiday Park - Accommodation - Mid Season					
Mid season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people)	per week	\$2,153.00	\$1,950.00	Yes	Market Based Pricing
Mid season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$358.00	\$374.00	Yes	Market Based Pricing
Mid season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$288.00	\$300.00	Yes	Market Based Pricing
Mid season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people)	per week	\$1,990.00	\$1,804.00	Yes	Market Based Pricing
Mid season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people)- Friday - Saturday	per night	\$334.00	\$348.00	Yes	Market Based Pricing
Mid season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people) - Sunday - Thursday	per night	\$265.00	\$277.00	Yes	Market Based Pricing
Mid season - Bunkhouse (rates for 4 people, max occupancy 4 people)	per week	\$1,448.00	\$1,290.00	Yes	Market Based Pricing
Mid season - Bunkhouse (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$227.00	\$235.00	Yes	Market Based Pricing
Mid season - Bunkhouse (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$199.00	\$205.00	Yes	Market Based Pricing
Mid season - Lakeview Villa (rates for 4 people, max occupancy 4 people)	per week	\$2,489.00	\$2,250.00	Yes	Market Based Pricing
Mid season - Lakeview Villa (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$405.00	\$423.00	Yes	Market Based Pricing
Mid season - Lakeview Villa (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$336.00	\$351.00	Yes	Market Based Pricing
Mid season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people)	per week	\$2,153.00	\$1,950.00	Yes	Market Based Pricing
Mid season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people) - Friday - Saturday	per night	\$358.00	\$374.00	Yes	Market Based Pricing
Mid season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people) - Sunday - Thursday	per night	\$288.00	\$300.00	Yes	Market Based Pricing
Mid season - Palm Cabin (rates for 4 people, max occupancy 5 people)	per week	\$2,153.00	\$1,950.00	Yes	Market Based Pricing
Mid season - Palm Cabin (rates for 4 people, max occupancy 5 people) - Friday - Saturday	per night	\$358.00	\$374.00	Yes	Market Based Pricing
Mid season - Palm Cabin (rates for 4 people, max occupancy 5 people) - Sunday - Thursday	per night	\$288.00	\$300.00	Yes	Market Based Pricing
Mid season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people)	per week	\$1,415.00	\$1,276.00	Yes	Market Based Pricing
Mid season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people) - Friday - Saturday	per night	\$224.00	\$235.00	Yes	Market Based Pricing
Mid season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people) - Sunday - Thursday	per night	\$193.00	\$202.00	Yes	Market Based Pricing
Mid season - Studio Cabin (rates for 2 people, max occupancy 2 people)	per week	\$1,347.00	\$1,347.00	Yes	Market Based Pricing
Mid season - Studio Cabin (rates for 2 people, max occupancy 2 people) - Friday - Saturday	per night	\$224.00	\$246.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Mid season - Studio Cabin (rates for 2 people, max occupancy 2 people) - Sunday - Thursday	per night	\$193.00	\$213.00	Yes	Market Based Pricing
Mid season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people)	per week	\$2,153.00	\$1,950.00	Yes	Market Based Pricing
Mid season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$358.00	\$374.00	Yes	Market Based Pricing
Mid season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$288.00	\$300.00	Yes	Market Based Pricing
Mid season - Villa/Cabin Extras - adults (16 years and over)	per week	\$168.00	\$168.00	Yes	Market Based Pricing
Mid season - Villa/Cabin Extras - adults (16 years and over)	per night	\$24.00	\$24.00	Yes	Market Based Pricing
Mid season - Villa/Cabin Extras - children (4 - 15 years)	per week	\$133.00	\$133.00	Yes	Market Based Pricing
Mid season - Villa/Cabin Extras - children (4 - 15 years)	per night	\$19.00	\$19.00	Yes	Market Based Pricing
Mid season - Ensuite Site (rates for 2 people, max occupancy 6 people)	per week	\$647.00	\$572.00	Yes	Market Based Pricing
Mid season - Ensuite Site (rates for 2 people, max occupancy 6 people)	per night	\$92.00	\$95.00	Yes	Market Based Pricing
Mid season - Powered Site (North, South, Tent) (rates for 2 people, max occupancy 6 people)	per week	\$508.00	\$451.00	Yes	Market Based Pricing
Mid season - Powered Site (North, South, Tent) (rates for 2 people, max occupancy 6 people)	per night	\$73.00	\$75.00	Yes	Market Based Pricing
Mid season - Unpowered Tent Only Site (Small Sites) (rates for 2 people, max occupancy 2 people)	per week	\$400.00	\$357.00	Yes	Market Based Pricing
Mid season - Unpowered Tent Only Site (Small Sites) (rates for 2 people, max occupancy 2 people)	per night	\$57.00	\$59.00	Yes	Market Based Pricing
Mid season - Site Extras - adults (16 years and over)	per week	\$105.00	\$105.00	Yes	Market Based Pricing
Mid season - Site Extras - adults (16 years and over)	per night	\$15.00	\$15.00	Yes	Market Based Pricing
Mid season - Site Extras- children (4-15 years)	per week	\$56.00	\$56.00	Yes	Market Based Pricing
Mid season - Site Extras- children (4-15 years)	per night	\$8.00	\$8.00	Yes	Market Based Pricing
Sydney Lakeside Holiday Park - Accommodation - Peak (High) Season					
High season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people)	per week	\$2,342.00	\$2,130.00	Yes	Market Based Pricing
High season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$379.00	\$399.00	Yes	Market Based Pricing
High season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$317.00	\$333.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
High season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people)	per week	\$2,166.00	\$1,968.00	Yes	Market Based Pricing
High season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people)- Friday - Saturday	per night	\$354.00	\$371.00	Yes	Market Based Pricing
High season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people) - Sunday - Thursday	per night	\$292.00	\$306.00	Yes	Market Based Pricing
High season - Bunkhouse (rates for 4 people, max occupancy 4 people)	per week	\$1,619.00	\$1,451.00	Yes	Market Based Pricing
High season - Bunkhouse (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$248.00	\$258.00	Yes	Market Based Pricing
High season - Bunkhouse (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$224.00	\$234.00	Yes	Market Based Pricing
High season - Lakeview Villa (rates for 4 people, max occupancy 4 people)	per week	\$2,687.00	\$2,440.00	Yes	Market Based Pricing
High season - Lakeview Villa (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$428.00	\$450.00	Yes	Market Based Pricing
High season - Lakeview Villa (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$366.00	\$385.00	Yes	Market Based Pricing
High season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people)	per week	\$2,342.00	\$2,130.00	Yes	Market Based Pricing
High season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people) - Friday - Saturday	per night	\$379.00	\$399.00	Yes	Market Based Pricing
High season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people) - Sunday - Thursday	per night	\$317.00	\$333.00	Yes	Market Based Pricing
High season - Palm Cabin (rates for 4 people, max occupancy 5 people)	per week	\$2,342.00	\$2,130.00	Yes	Market Based Pricing
High season - Palm Cabin (rates for 4 people, max occupancy 5 people) - Friday - Saturday	per night	\$379.00	\$399.00	Yes	Market Based Pricing
High season - Palm Cabin (rates for 4 people, max occupancy 5 people) - Sunday - Thursday	per night	\$317.00	\$333.00	Yes	Market Based Pricing
High season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people)	per week	\$1,571.00	\$1,424.00	Yes	Market Based Pricing
High season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people) - Friday - Saturday	per night	\$242.00	\$255.00	Yes	Market Based Pricing
High season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people) - Sunday - Thursday	per night	\$217.00	\$229.00	Yes	Market Based Pricing
High season - Studio Cabin (rates for 2 people, max occupancy 2 people)	per week	\$1,655.00	\$1,498.00	Yes	Market Based Pricing
High season - Studio Cabin (rates for 2 people, max occupancy 2 people) - Friday - Saturday	per night	\$254.00	\$267.00	Yes	Market Based Pricing
High season - Studio Cabin (rates for 2 people, max occupancy 2 people) - Sunday - Thursday	per night	\$229.00	\$241.00	Yes	Market Based Pricing
High season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people)	per week	\$2,342.00	\$2,130.00	Yes	Market Based Pricing
High season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$379.00	\$399.00	Yes	Market Based Pricing
High season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$317.00	\$333.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
High season - Villa/Cabin Extras - adults (16 years and over)	per week	\$168.00	\$168.00	Yes	Market Based Pricing
High season - Villa/Cabin Extras - adults (16 years and over)	per night	\$24.00	\$24.00	Yes	Market Based Pricing
High season - Villa/Cabin Extras - children (4 - 15 years)	per week	\$133.00	\$133.00	Yes	Market Based Pricing
High season - Villa/Cabin Extras - children (4 - 15 years)	per night	\$19.00	\$19.00	Yes	Market Based Pricing
High season - Ensuite Site (rates for 2 people, max occupancy 6 people)	per week	\$622.00	\$622.00	Yes	Market Based Pricing
High season - Ensuite Site (rates for 2 people, max occupancy 6 people)	per night	\$99.00	\$104.00	Yes	Market Based Pricing
High season - Powered Site (North, South, Tent) (rates for 2 people, max occupancy 6 people)	per week	\$547.00	\$495.00	Yes	Market Based Pricing
High season - Powered Site (North, South, Tent) (rates for 2 people, max occupancy 6 people)	per night	\$78.00	\$83.00	Yes	Market Based Pricing
High season - Unpowered Tent Only Site (Small Sites) (rates for 2 people, max occupancy 2 people)	per week	\$435.00	\$382.00	Yes	Market Based Pricing
High season - Unpowered Tent Only Site (Small Sites) (rates for 2 people, max occupancy 2 people)	per night	\$62.00	\$64.00	Yes	Market Based Pricing
High season - Site Extras - adults (16 years and over)	per week	\$105.00	\$105.00	Yes	Market Based Pricing
High season - Site Extras - adults (16 years and over)	per night	\$15.00	\$15.00	Yes	Market Based Pricing
High season - Site Extras- children (4-15 years)	per week	\$56.00	\$56.00	Yes	Market Based Pricing
High season - Site Extras- children (4-15 years)	per night	\$8.00	\$8.00	Yes	Market Based Pricing
Sydney Lakeside Holiday Park - Accommodation - Premium Season					
Premium season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people)	per week	\$3,478.00	\$3,668.00	Yes	Market Based Pricing
Premium season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$497.00	\$524.00	Yes	Market Based Pricing
Premium season - Avalon Cabin - Access Friendly (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$497.00	\$524.00	Yes	Market Based Pricing
Premium season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people)	per week	\$3,175.00	\$3,348.00	Yes	Market Based Pricing
Premium season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people) - Friday - Saturday	per night	\$454.00	\$478.00	Yes	Market Based Pricing
Premium season - Bungalow / Collaroy Cabin (rates for 4 people, max occupancy 5 people) - Sunday - Thursday	per night	\$454.00	\$478.00	Yes	Market Based Pricing
Premium season - Bunkhouse (rates for 4 people, max occupancy 4 people)	per week	\$1,890.00	\$1,990.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Premium season - Bunkhouse (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$270.00	\$284.00	Yes	Market Based Pricing
Premium season - Bunkhouse (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$270.00	\$284.00	Yes	Market Based Pricing
Premium season - Lakeview Villa (rates for 4 people, max occupancy 4 people)	per week	\$4,133.00	\$4,361.00	Yes	Market Based Pricing
Premium season - Lakeview Villa (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$590.00	\$623.00	Yes	Market Based Pricing
Premium season - Lakeview Villa (rates for 4 people, max occupancy 4 people)- Sunday - Thursday	per night	\$590.00	\$623.00	Yes	Market Based Pricing
Premium season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people)	per week	\$3,478.00	\$3,668.00	Yes	Market Based Pricing
Premium season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people) - Friday - Saturday	per night	\$497.00	\$524.00	Yes	Market Based Pricing
Premium season - Narrabeen Cabin (rates for 4 people, max occupancy 6 people) - Sunday - Thursday	per night	\$497.00	\$524.00	Yes	Market Based Pricing
Premium season - Palm Cabin (rates for 4 people, max occupancy 5 people)	per week	\$3,478.00	\$3,668.00	Yes	Market Based Pricing
Premium season - Palm Cabin (rates for 4 people, max occupancy 5 people) - Sunday - Thursday	per night	\$497.00	\$524.00	Yes	Market Based Pricing
Premium season - Palm Cabin (rates for 4 people, max occupancy 5 people)- Friday- Saturday	per night	\$497.00	\$524.00	Yes	Market Based Pricing
Premium season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people)	per week	\$1,823.00	\$1,921.00	Yes	Market Based Pricing
Premium season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people) - Friday - Saturday	per night	\$260.00	\$274.00	Yes	Market Based Pricing
Premium season - Standard Studio Cabin (rates for 2 people, max occupancy 2 people) - Sunday - Thursday	per night	\$260.00	\$274.00	Yes	Market Based Pricing
Premium season - Studio Cabin (rates for 2 people, max occupancy 2 people)	per week	\$1,915.00	\$2,025.00	Yes	Market Based Pricing
Premium season - Studio Cabin (rates for 2 people, max occupancy 2 people) - Friday - Saturday	per night	\$274.00	\$289.00	Yes	Market Based Pricing
Premium season - Studio Cabin (rates for 2 people, max occupancy 2 people) - Sunday - Thursday	per night	\$264.00	\$289.00	Yes	Market Based Pricing
Premium season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people)	per week	\$3,478.00	\$3,668.00	Yes	Market Based Pricing
Premium season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people) - Friday - Saturday	per night	\$497.00	\$524.00	Yes	Market Based Pricing
Premium season - Turimetta Cabin / Avalon Cabin (rates for 4 people, max occupancy 4 people) - Sunday - Thursday	per night	\$497.00	\$524.00	Yes	Market Based Pricing
Premium season - Villa/Cabin Extras - adults (16 years and over)	per week	\$168.00	\$168.00	Yes	Market Based Pricing
Premium season - Villa/Cabin Extras - adults (16 years and over)	per night	\$24.00	\$24.00	Yes	Market Based Pricing
Premium season - Villa/Cabin Extras - children (4 - 15 years)	per week	\$133.00	\$133.00	Yes	Market Based Pricing
Premium season - Villa/Cabin Extras - children (4 - 15 years)	per night	\$19.00	\$19.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Premium season - Ensuite Site (rates for 2 people, max occupancy 6 people)	per week	\$902.00	\$954.00	Yes	Market Based Pricing
Premium season - Ensuite Site (rates for 2 people, max occupancy 6 people)	per night	\$129.00	\$136.00	Yes	Market Based Pricing
Premium season - Powered Site (North, South, Tent) (rates for 2 people, max occupancy 6 people)	per week	\$773.00	\$821.00	Yes	Market Based Pricing
Premium season - Powered Site (North, South, Tent) (rates for 2 people, max occupancy 6 people)	per night	\$110.00	\$117.00	Yes	Market Based Pricing
Premium season - Unpowered Tent Only Site (Small Sites) (rates for 2 people, max occupancy 2 people)	per week	\$628.00	\$655.00	Yes	Market Based Pricing
Premium season - Unpowered Tent Only Site (Small Sites) (rates for 2 people, max occupancy 2 people)	per night	\$90.00	\$94.00	Yes	Market Based Pricing
Premium season - Site Extras - adults (16 years and over)	per week	\$105.00	\$105.00	Yes	Market Based Pricing
Premium season - Site Extras - adults (16 years and over)	per night	\$15.00	\$15.00	Yes	Market Based Pricing
Premium season - Site Extras- children (4-15 years)	per week	\$56.00	\$56.00	Yes	Market Based Pricing
Premium season - Site Extras- children (4-15 years)	per night	\$8.00	\$8.00	Yes	Market Based Pricing
Sydney Lakeside Holiday Park - Discounts Available					
Discount of 10% on group bookings of 10 or more cabins/sites and discount of 15%, for group bookings of 15 or more cabins/sites may be available at Management discretion (dependent upon season and occupancy)	per booking	up to 15% discount	up to 15% discount	Yes	Partial Cost Recovery
Extenuating circumstances affecting the amenity and enjoyment of the site (at Manager's discretion)	per instance	up to 50% discount	up to 50% discount	Yes	Partial Cost Recovery
Marketing and/or promotional offer	per instance	up to 100% discount	up to 100% discount	Yes	Partial Cost Recovery
Discount depending on occupancy levels	per night	up to 15% discount	up to 50% discount	Yes	Partial Cost Recovery
Sydney Lakeside Holiday Park - Permanent Residents					
Application for modifications to existing dwelling or installation of new moveable home	each	\$330.00	\$349.00	No	Full Cost Recovery
Bond to cover damage costs due to installation of new dwellings or renovations to existing dwellings	per approval	5% of value of works or min \$2,500	5% of value of works or min \$2,500	No	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Telecommunications facility on Council controlled land					
Microwave or Wi-Fi antenna, small street cabinet, small cell installation or similar installation on Council's land, light pole or building etc. single user only, no co-user fee	per year	\$10,402.00	\$10,985.00	Yes	Rate of Return Pricing (IRR)
Installation of equipment on a Council building - rental to install equipment on a Council building, this rental excludes any equipment shelter	per year	\$52,156.00	\$55,077.00	Yes	Rate of Return Pricing (IRR)
Pole rental - rental for access for antennae on existing Council owned pole/small structure light pole etc., no co-user fee	per year	\$13,413.00	\$14,165.00	Yes	Rate of Return Pricing (IRR)
Typical site - co-user charge (i.e. another carrier within the existing lease area)	per year	\$26,078.00	\$27,539.00	Yes	Rate of Return Pricing (IRR)
Co-user charge (i.e. another carrier within the existing lease area)	per year	\$26,078.00	\$27,539.00	Yes	Rate of Return Pricing (IRR)
Typical site - small equipment cabinets or site for monopole	per year	\$52,156.00	\$55,077.00	Yes	Rate of Return Pricing (IRR)
High impact site - co-user charge (i.e. another carrier within the existing lease area)	per year	\$37,257.00	\$39,344.00	Yes	Rate of Return Pricing (IRR)
High impact site - additional rental for small shelter adjoining a large tower	per year	\$37,257.00	\$39,344.00	Yes	Rate of Return Pricing (IRR)
High impact site - large shelter, monopole or tower	per year	\$74,509.00	\$78,682.00	Yes	Rate of Return Pricing (IRR)
Warringah Recreation Centre					
Futsal: ball hire	per hour	\$5.00	\$5.00	Yes	Partial Cost Recovery
Futsal: court - pre-school group per child (minimum 10 players)	per child	\$2.50	\$2.50	Yes	Partial Cost Recovery
Futsal: court - school holiday program group per court	per hour	\$31.70	\$31.70	Yes	Partial Cost Recovery
Futsal: court - school group per court	per hour	\$37.90	\$37.90	Yes	Partial Cost Recovery
Futsal: casual court hire (7:00AM to 5:00PM)	per hour	\$59.00	\$59.00	Yes	Partial Cost Recovery
Futsal: casual court hire (5:00PM to 9:00PM)	per hour	\$75.00	\$75.00	Yes	Partial Cost Recovery
Futsal: casual court hire (weekends)	per hour	\$75.00	\$75.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Futsal: permanent court hire (7:00AM to 5:00PM)	per hour	\$54.00	\$54.00	Yes	Partial Cost Recovery
Futsal: permanent court hire (5:00PM to 9:00PM)	per hour	\$64.00	\$64.00	Yes	Partial Cost Recovery
Squash: racquet hire	per hour	\$5.00	\$5.00	Yes	Partial Cost Recovery
Squash: school group - per child	per hour	\$8.00	\$8.00	Yes	Partial Cost Recovery
Squash: casual court hire (7:00AM to 5:00PM)	per hour or part	\$17.00	\$17.00	Yes	Partial Cost Recovery
Squash: casual court hire (5:00PM to 9:00PM)	per hour or part	\$22.00	\$22.00	Yes	Partial Cost Recovery
Squash: casual court hire (weekends)	per hour or part	\$22.00	\$22.00	Yes	Partial Cost Recovery
Squash: permanent court hire (7:00AM to 5:00PM)	per hour	\$30.00	\$30.00	Yes	Partial Cost Recovery
Squash: permanent court hire (5:00PM to 9:00PM)	per hour	\$32.00	\$32.00	Yes	Partial Cost Recovery
Squash: coaching rate (includes court hire)	per hour	\$75.00	\$75.00	Yes	Partial Cost Recovery
Tennis: racquet hire	per hire	\$5.00	\$5.00	Yes	Partial Cost Recovery
Tennis: school group - per court (court hire only)	per hour	\$21.00	\$21.00	Yes	Partial Cost Recovery
Tennis: school group coaching - per person (includes court hire)	per hour	\$6.00	\$6.00	Yes	Partial Cost Recovery
Tennis: casual court hire (7:00AM to 5:00PM)	per hour	\$24.30	\$24.30	Yes	Partial Cost Recovery
Tennis: casual court hire (5:00PM to 9:00PM)	per half hour	\$27.50	\$27.50	Yes	Partial Cost Recovery
Tennis: casual court hire (weekends)	per hour	\$27.50	\$27.50	Yes	Partial Cost Recovery
Tennis: permanent court hire (7:00AM to 5:00PM)	per hour	\$22.10	\$22.10	Yes	Partial Cost Recovery
Tennis: permanent court hire (05:00PM to 09:00PM)	per hour	\$24.30	\$24.30	Yes	Partial Cost Recovery
Tennis: private coaching (includes court hire) - minimum 10 players	per hour	\$79.00	\$79.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Waste Management & Cleansing					
Avalon Car Boot Sale					
Stallholder fee	per stall	\$58.00	\$62.00	Yes	Partial Cost Recovery
Bags to Riches Travelling Flea Market					
Stallholder fee	per stall	\$16.70	\$17.60	Yes	Partial Cost Recovery
Domestic Waste Management Service Charge					
Waste availability charge	per annum	\$113.00	\$117.00	No	Full Cost Recovery
Standard Domestic Waste Service Charge	per annum	\$555.00	\$586.00	No	Full Cost Recovery
Domestic Waste Management Service Charge - Additional Services					
Additional 80L volume red lid rubbish service (cap of 3 additional red lid bins per household or strata complex)	per annum	\$309.00	\$326.00	No	Full Cost Recovery
First additional 140L blue lid recycling service	per annum	\$34.00	\$36.00	No	Full Cost Recovery
First additional 140L yellow lid recycling service	per annum	\$34.00	\$36.00	No	Full Cost Recovery
Subsequent additional 140L blue lid recycling service	per annum	\$116.00	\$122.00	No	Full Cost Recovery
Subsequent additional 140L yellow lid recycling service	per annum	\$116.00	\$122.00	No	Full Cost Recovery
Third or Fourth green lid vegetation (cap of 4 per household)	per annum	\$34.00	\$36.00	No	Full Cost Recovery
Wheelie bin extension handle/tow hitch	each	\$40.00	\$42.20	No	Full Cost Recovery
Out of Zone - 'queue jump' - bulky goods service	each		\$125.00	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Domestic Waste Management Service Charge - Clean Up and Contamination - Cost Recovery					
Clean up contaminated or excessive booked bulky goods collection in excess of the permitted 3 cubic metres - per excess cubic metre	per cubic metre	\$81.40 per excess cubic metre	\$86.00	No	Full Cost Recovery
Empty contaminated bin	per bin	\$33.50	\$35.40	No	Full Cost Recovery
Clean up excessive or incorrectly presented waste - per hour plus cost recovery on landfill disposal charges	per instance	\$211.70 per hour + cost recovery on landfill disposal charges	\$223.60	No	Full Cost Recovery
Litterbin Services					
Deliver and remove bins (excludes emptying the bin) - 240 litre bin	per bin	\$11.50	\$12.10	Yes	Full Cost Recovery
Deliver and remove bins (excludes emptying the bin) - 660 litre bin	per bin	\$11.50	\$12.10	Yes	Full Cost Recovery
Deliver and remove bins (excludes emptying the bin) - 1,100 litre bin	per bin	\$11.50	\$12.10	Yes	Full Cost Recovery
Deliver and remove bins (excludes emptying the bin) - 1,500 litre bin	per bin	\$73.00	\$78.00	Yes	Full Cost Recovery
Deliver and remove bins (excludes emptying the bin) - 3,000 litre bin	per bin	\$85.00	\$90.00	Yes	Full Cost Recovery
Deliver and remove bins (excludes emptying the bin) - 4,000 litre bin	per bin	\$107.00	\$113.00	Yes	Full Cost Recovery
Deliver and remove bins (excludes emptying the bin) - 10,000 litre bin	per bin	\$252.00	\$267.00	Yes	Full Cost Recovery
Empty bins at functions and events - 240 litre bin - includes tipping and disposal	per bin	\$16.50	\$17.40	Yes	Full Cost Recovery
Empty bins at functions and events - 660 litre bin - includes tipping and disposal	per bin	\$87.00	\$92.00	Yes	Full Cost Recovery
Empty bins at functions and events - 1,100 litre bin (tipping and disposal costs may apply)	per bin	\$136.00	\$144.00	Yes	Full Cost Recovery
Empty bins at functions and events - 1,500 litre bin (tipping and disposal costs may apply)	per bin	\$161.00	\$171.00	Yes	Full Cost Recovery
Empty bins at functions and events - 3,000 litre bin (tipping and disposal costs may apply)	per bin	\$319.00	\$337.00	Yes	Full Cost Recovery
Empty bins at functions and events - 4,000 litre bin (tipping and disposal costs may apply)	per bin	\$414.00	\$438.00	Yes	Full Cost Recovery
Empty bins at functions and events - 10,000 litre bin (tipping and disposal costs may apply)	per bin	\$1,050.00	\$1,109.00	Yes	Full Cost Recovery
Tipping and Disposal	per bin	At cost	At cost	Yes	Full Cost Recovery
Waste Reduction Workshop					
Attendance Fee	per workshop		\$16.50	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Recreation Business					
Manly Andrew Boy Charlton Aquatic Centre - Admission					
Children under 4 years, TPI, school teachers in charge of school groups	per session	Zero	Zero	No	Zero Cost Recovery
Spectator	per session	\$4.20	\$4.40	Yes	Market Based Pricing
Spectator to swimmer upgrade	each	\$5.00	\$5.40	Yes	Market Based Pricing
Swim - Child (4-17yrs) /Concession	per session	\$7.20	\$7.80	Yes	Market Based Pricing
Swim - Student	each	\$7.20	Deleted Fee	Yes	Market Based Pricing
Swim - Adult	per session	\$9.20	\$9.80	Yes	Market Based Pricing
Swim - Family (A family is a maximum of 5 members of one immediate family)	per session	\$27.90	\$29.90	Yes	Market Based Pricing
Swim - Family Concession (A family is a maximum of 5 members of one immediate family)	per session	\$22.30	Deleted Fee	Yes	Market Based Pricing
Additional family member entry	each	\$4.00	\$4.30	Yes	Market Based Pricing
Swim, spa, steam, sauna combo (entry fee additional)	per session	\$5.60	\$6.00	Yes	Market Based Pricing
Swim, spa, steam, sauna combo Concession (entry fee additional)	per session	\$4.50	\$4.80	Yes	Market Based Pricing
All access casual visit - Adult	per session	\$28.00	\$30.00	Yes	Market Based Pricing
All access casual visit - Concession	per session	\$23.80	\$25.50	Yes	Market Based Pricing
Crèche (1.5 hours) - non-member	per child	\$6.50	\$7.00	Yes	Market Based Pricing
Crèche (1.5 hours) - member	per child	\$3.20	\$3.50	Yes	Partial Cost Recovery
Crèche 10 visit pass - member	each		\$31.50	Yes	Market Based Pricing
Crèche 10 visit pass - non-member	each	\$58.50	\$63.00	Yes	Market Based Pricing
Pool inflatable - casual entry upgrade	each	\$2.50	\$2.70	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Manly Andrew Boy Charlton Aquatic Centre - Carnival Packages					
School carnivals 25m outdoor pool - hourly rate whole pool (handheld)	per hour	\$322.00	\$345.00	Yes	Partial Cost Recovery
School carnivals 25m indoor pool - hourly rate whole pool (handheld)	per hour	\$430.00	\$460.00	Yes	Partial Cost Recovery
School carnivals 25m outdoor pool - hourly rate whole pool (touchpad)	per hour	\$379.00	\$406.00	Yes	Partial Cost Recovery
School carnivals 25m indoor pool - hourly rate whole pool (touchpad)	per hour	\$488.00	\$522.00	Yes	Partial Cost Recovery
School carnivals 50m pool - hourly rate whole pool (handheld)	per hour	\$637.00	\$682.00	Yes	Partial Cost Recovery
School carnivals 50m pool - hourly rate whole pool (touchpad)	per hour	\$746.00	\$798.00	Yes	Partial Cost Recovery
Manly Andrew Boy Charlton Aquatic Centre - Commercial Hire Filming					
Staff member filming	per hour	\$65.00	\$70.00	Yes	Full Cost Recovery
Staff member filming after hours	per hour	\$113.00	\$121.00	Yes	Full Cost Recovery
Filming fees - application fee	each	\$345.00	\$370.00	Yes	Market Based Pricing
Manly Andrew Boy Charlton Aquatic Centre - Fitness Centre					
Casual Fitness Centre visit	per session	\$24.70	\$26.40	Yes	Market Based Pricing
Casual Fitness Centre visit - Concession	per session	\$20.00	\$21.40	Yes	Market Based Pricing
Concession casual group fitness (student/senior/pensioner)	per session	\$20.00	Deleted Fee	Yes	Market Based Pricing
Group fitness class / aqua class	per session	\$24.70	\$26.40	Yes	Market Based Pricing
Group fitness class / aqua class - Concession	per session	\$20.00	\$21.40	Yes	Market Based Pricing
Rehab 10 visit pass (health providers only)	each	\$97.20	\$104.00	Yes	Market Based Pricing
Health assessment fee	each	\$70.00	\$74.90	Yes	Market Based Pricing
Fitness Body Scan	each		\$22.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
1 x 60 minute personal training session	each	\$98.00	\$104.90	Yes	Market Based Pricing
5 x 60 minute personal training session	each	\$445.00	\$476.00	Yes	Market Based Pricing
10 x 60 minute personal training session	each	\$808.00	\$865.00	Yes	Market Based Pricing
8 Week Fitness Challenge	each		\$250.00	Yes	Market Based Pricing
Manly Andrew Boy Charlton Aquatic Centre - Memberships					
6 month Swim Membership Concession - renewal only	per half season	\$269.00	\$288.00	Yes	Market Based Pricing
6 month Swim Membership Adult - renewal only	per half season	\$455.00	\$487.00	Yes	Market Based Pricing
6 Month Swim Only Family Membership (a family is a maximum of 5 members of one immediate family) - renewal only	per half season	\$665.00	\$712.00	Yes	Market Based Pricing
12 month Swim Membership Concession - renewal only	per season	\$490.00	\$525.00	Yes	Market Based Pricing
12 month Swim Membership Adult - renewal only	per season	\$785.00	\$840.00	Yes	Market Based Pricing
12 Month Swim Only Family Membership (a family is a maximum of 5 members of one immediate family) - renewal only	per season	\$1,240.00	\$1,327.00	Yes	Market Based Pricing
12 month Fitness Centre Membership Adult	each	\$1,508.00	\$1,614.00	Yes	Market Based Pricing
12 month Fitness Centre Membership - Concession	each	\$1,331.20	\$1,425.00	Yes	Market Based Pricing
12 month Family Membership for 2 members with access to all aquatic centre facilities conditions apply	each	\$2,641.60	\$2,827.00	Yes	Market Based Pricing
12 month Family Membership for 3 members access to all aquatic centre facilities conditions apply	each	\$2,818.40	\$3,016.00	Yes	Market Based Pricing
12 month Family Membership for 4 members with access to all aquatic centre facilities conditions apply	each	\$2,974.40	\$3,183.00	Yes	Market Based Pricing
12 month Family Membership for 5 members with access to all aquatic centre facilities conditions apply	each	\$3,182.40	\$3,406.00	Yes	Market Based Pricing
Membership replacement card fee	each	\$11.50	\$12.30	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Manly Andrew Boy Charlton Aquatic Centre - Multi Centre Swim Only Memberships - Includes unlimited access to Manly Andrew Boy Charlton Aquatic Centre and Warringah					
6 month Swim Membership Concession	per half season	\$413.00	\$442.00	Yes	Market Based Pricing
6 month Swim Membership Adult	per half season	\$551.00	\$590.00	Yes	Market Based Pricing
6 Month Swim Only Family Membership (a family is a maximum of 5 members of one immediate family)	per half season	\$1,162.00	\$1,244.00	Yes	Market Based Pricing
12 month Swim Membership Concession	per season	\$608.00	\$651.00	Yes	Market Based Pricing
12 month Swim Membership Adult	per season	\$810.00	\$867.00	Yes	Market Based Pricing
12 Month Swim Only Family Membership (a family is a maximum of 5 members of one immediate family)	per season	\$1,708.00	\$1,828.00	Yes	Market Based Pricing
Manly Andrew Boy Charlton Aquatic Centre - Multi-Visit Passes					
10 pass Concession entry card swim only	each	\$64.80	\$70.20	Yes	Market Based Pricing
10 pass Adult entry card swim only	each	\$82.80	\$88.20	Yes	Market Based Pricing
20 pass Concession entry card swim only	each	\$129.60	\$140.40	Yes	Market Based Pricing
20 pass Adult entry card swim only	each	\$165.60	\$176.40	Yes	Market Based Pricing
10 visit pass Fitness Centre - Adult	each	\$222.30	\$237.60	Yes	Market Based Pricing
10 visit pass Fitness Centre - Concession	each	\$180.00	\$192.60	Yes	Market Based Pricing
10 visit pass group fitness - Adult	each	\$222.30	\$237.60	Yes	Market Based Pricing
10 visit pass group fitness - Concession	each	\$180.00	\$192.60	Yes	Market Based Pricing
20 visit pass Fitness Centre - Adult	each	\$444.60	\$475.20	Yes	Market Based Pricing
20 visit pass Fitness Centre - Concession	each	\$360.00	\$385.20	Yes	Market Based Pricing
10 visit swim, spa, steam/sauna Concession	each	\$105.30	\$113.40	Yes	Market Based Pricing
10 visit Adult swim, spa, steam/sauna	each	\$133.20	\$142.20	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Manly Andrew Boy Charlton Aquatic Centre - Other Charges					
Locker hire - single use	per session	\$2.00	\$2.00	Yes	Full Cost Recovery
Outdoor locker hire - 6 months	per half year	\$46.50	\$49.10	Yes	Full Cost Recovery
Outdoor locker hire - 12 months	per year	\$93.00	\$99.00	Yes	Full Cost Recovery
Outdoor locker key replacement	each		\$20.00	Yes	Full Cost Recovery
Student program schools - 30 minute lesson	per student	\$12.00	\$12.80	No	Partial Cost Recovery
Student program schools - 45 minute lesson	per student	\$13.70	\$14.70	No	Partial Cost Recovery
Room hire crèche	per hour	\$46.00	\$49.20	Yes	Full Cost Recovery
Room hire group fitness room	per hour	\$105.00	\$112.40	Yes	Full Cost Recovery
Room hire - Demountable/Party Room (minimum 2 hours)	per hour		\$22.00	Yes	Full Cost Recovery
Lifeguard hire	per hour	\$65.00	\$70.00	Yes	Full Cost Recovery
Cleaning fee	per hour	\$201.00	\$215.00	Yes	Full Cost Recovery
Manly Andrew Boy Charlton Aquatic Centre - Pool Hire					
25 metre indoor pool - schools, registered sporting and swimming clubs	per hour per lane	\$31.15	\$33.30	Yes	Partial Cost Recovery
Indoor program pool - commercial, private, social group	per hour per lane	\$34.20	\$36.60	Yes	Full Cost Recovery
25 metre indoor pool - corporate, commercial, private, social group	per hour per lane	\$62.30	\$66.70	Yes	Full Cost Recovery
25 metre outdoor pool - registered foundation swimming clubs	per hour per lane	\$17.70	\$18.90	Yes	Partial Cost Recovery
25 metre outdoor pool - schools, registered sporting and swimming clubs	per hour per lane	\$23.50	\$25.10	Yes	Partial Cost Recovery
25 metre outdoor pool corporate, commercial, private, social group	per hour per lane	\$47.00	\$50.30	Yes	Full Cost Recovery
25 metre outdoor pool - schools, registered sporting and swimming clubs - hourly rate whole pool	per hour	\$120.00	\$128.40	Yes	Partial Cost Recovery
25 metre outdoor pool - after hours pool hire - hourly rate whole pool (entry fee additional) schools, registered sporting and swimming clubs - 50% discount	per hour	\$120.00	Deleted Fee	Yes	Partial Cost Recovery
25 metre outdoor pool - corporate, commercial, private, social group - hourly rate whole pool	per hour	\$240.00	\$256.80	Yes	Full Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
50 metre pool registered foundation swimming clubs	per hour per lane	\$35.50	\$38.00	Yes	Partial Cost Recovery
50 metre outdoor pool - schools, registered sporting and swimming clubs	per hour per lane	\$49.10	\$52.50	Yes	Partial Cost Recovery
Water polo comp other than schools (8x50m)	per hour per lane		\$30.10	Yes	Partial Cost Recovery
50 metre outdoor pool corporate, commercial, private, social group	per hour per lane	\$98.20	\$105.10	Yes	Full Cost Recovery
50 metre outdoor pool - after hours pool hire - hourly rate whole pool (entry fee additional) schools, registered sporting and swimming clubs - 50% discount	per hour	\$137.80	Deleted Fee	Yes	Partial Cost Recovery
50 metre outdoor pool - after hours pool hire - hourly rate whole pool (entry fee additional)	per hour	\$275.60	Deleted Fee	Yes	Full Cost Recovery
Manly Andrew Boy Charlton Aquatic Centre - Recreation Program					
Birthday party with inflatable	per child	\$28.50	\$30.10	Yes	Market Based Pricing
Manly Andrew Boy Charlton Aquatic Centre - Swim Programs					
School holiday intensive swim program - per child, per day	per day	\$22.50	\$23.80	No	Market Based Pricing
Learn To Swim child, concession direct debit (paid fortnightly)	each	\$45.00	\$47.60	No	Market Based Pricing
Learn To Swim adult direct debit (paid fortnightly)	each	\$48.00	\$50.60	No	Market Based Pricing
Learn to Swim suspension fee	per week		\$5.00	Yes	Full Cost Recovery
Squads 1 x session (paid fortnightly)	per fortnight	\$44.00	\$46.50	Yes	Full Cost Recovery
Squads 2 x session (paid fortnightly)	per fortnight	\$66.00	\$70.00	Yes	Full Cost Recovery
Squads 3 x session (paid fortnightly)	per fortnight	\$75.00	\$80.00	Yes	Full Cost Recovery
Squads 4 x session (paid fortnightly)	per fortnight	\$90.00	\$96.00	Yes	Full Cost Recovery
Elite squads membership	each	\$100.00	\$106.00	Yes	Market Based Pricing
Elite squads swim & fitness membership	each	\$118.00	Deleted Fee	Yes	Market Based Pricing
Private Learn To Swim lesson - max 2 person - 30 minutes	per session	\$81.00	\$85.50	No	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Squads fitness membership	per fortnight		\$46.00	Yes	Market Based Pricing
Fit you Squad	each	\$22.20	\$23.80	Yes	Full Cost Recovery
Fit you Squad 10 Visit pass	each	\$199.80	\$214.20	Yes	Full Cost Recovery
Fit you Squad 10 Visit pass - Members	each		\$107.10	Yes	Full Cost Recovery
Warringah Aquatic Centre - Admission					
Children under 4 years, TPI, school teachers in charge of school groups	per visit	Zero	Zero	No	Zero Cost Recovery
Spectator	per entry	\$4.20	\$4.40	Yes	Market Based Pricing
Swim - Child (4-17yrs) /Concession	per session	\$7.20	\$7.80	Yes	Market Based Pricing
Swim - Adult	per session	\$9.20	\$9.80	Yes	Market Based Pricing
Family (a family is a maximum of 5 members of one immediate family) - Concession	per session	\$22.30	\$23.90	Yes	Market Based Pricing
Family (a family is a maximum of 5 members of one immediate family)	per session	\$27.90	\$29.90	Yes	Market Based Pricing
Family weekend pass valid 3 months including public holidays (A family is a maximum of 5 members of one immediate family)	each	\$160.00	\$171.00	Yes	Market Based Pricing
Water polo competition entry (applicable to Monday & Friday night comp only)	per entry	\$7.00	\$7.70	Yes	Market Based Pricing
Warringah Aquatic Centre - Carnival Packages					
Carnival Participant	per entry	\$3.30	\$3.50	Yes	Partial Cost Recovery
Carnivals 25m indoor pool - hourly rate (handheld)	per hour	\$594.00	\$628.00	Yes	Partial Cost Recovery
Carnivals 50m pool - hourly rate whole pool (handheld)	per hour	\$734.00	\$776.00	Yes	Partial Cost Recovery
Carnivals 50m pool - hourly rate whole pool -double ended timing (handheld)	per hour	\$806.00	\$852.00	Yes	Partial Cost Recovery
Carnivals 25m pool - hourly rate (touchpad)	per hour	\$734.00	\$776.00	Yes	Partial Cost Recovery
Carnivals 50m pool - hourly rate whole pool (touchpad)	per hour	\$878.00	\$928.00	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Meeting room (carnivals on weekends) not for profit rate	per hour	\$33.30	\$35.20	Yes	Partial Cost Recovery
Scoreboard Operator	per hour	\$65.00	\$69.00	Yes	Partial Cost Recovery
Warringah Aquatic Centre - Commercial Hire Filming					
25m lane in addition to filming fee	per hour	\$184.00	\$197.00	No	Full Cost Recovery
50m lane in addition to filming fee	per hour	\$270.00	\$289.00	No	Full Cost Recovery
Diving Pool in addition to filming fee	per hour	\$325.00	\$348.00	No	Full Cost Recovery
Filming fee	each	\$345.00	\$369.00	No	Market Based Pricing
Warringah Aquatic Centre - Memberships - Includes unlimited entries during standard operating hours for swimming and all classes					
6 months Membership Concession	each	\$542.00	\$580.00	Yes	Market Based Pricing
6 months Membership Adult	each	\$732.00	\$783.00	Yes	Market Based Pricing
12 months Membership Concession	each	\$808.00	\$865.00	Yes	Market Based Pricing
12 months Membership Adult	each	\$1,045.00	\$1,118.00	Yes	Market Based Pricing
Warringah Aquatic Centre - Multi Centre Swim Only Memberships - Includes unlimited access to Warringah Aquatic Centre and Manly Andrew Boy Charlton Aquatic Centre					
6 month Swim Membership Concession	each	\$413.00	\$442.00	Yes	Market Based Pricing
6 month Swim Membership Adult	each	\$551.00	\$590.00	Yes	Market Based Pricing
6 Month Swim Only Family Membership (a family is a maximum of 5 members of one immediate family)	each	\$1,162.00	\$1,244.00	Yes	Market Based Pricing
12 month Swim Membership Concession	each	\$608.00	\$651.00	Yes	Market Based Pricing
12 month Swim Membership Adult	each	\$810.00	\$867.00	Yes	Market Based Pricing
12 Month Swim Only Family Membership (a family is a maximum of 5 members of one immediate family)	each	\$1,708.00	\$1,828.00	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Warringah Aquatic Centre - Multi-Visit Passes					
Spectator 10 visit	each	\$37.80	\$39.90	Yes	Market Based Pricing
Monthly Swim Only Child pass	each	\$69.70	\$74.60	Yes	Market Based Pricing
Child Swim Only 20 visit	each	\$129.60	\$140.40	Yes	Market Based Pricing
Child Swim Only 50 visit	each	\$306.00	\$331.50	Yes	Market Based Pricing
Adult Swim Only 20 visit - Concession	each	\$129.60	\$140.40	Yes	Market Based Pricing
Adult Swim Only 20 visit	each	\$165.60	\$176.40	Yes	Market Based Pricing
Adult Swim Only 50 visit	each	\$391.00	\$416.50	Yes	Market Based Pricing
Adult 50 Swim Only visit - Concession	each	\$306.00	\$331.50	Yes	Market Based Pricing
12 Month Swim Only Family Membership (a family is a maximum of 5 members of one immediate family)	each	\$1,708.00	Deleted Fee	Yes	Market Based Pricing
Additional child	each	\$367.00	Deleted Fee	Yes	Market Based Pricing
Warringah Aquatic Centre - Other Charges					
Lockers	per locker per session	\$1.20	\$1.30	Yes	Full Cost Recovery
Staffing normal hours per person	per hour	\$65.00	\$70.00	Yes	Full Cost Recovery
Special events after hours	per hour	\$119.00	\$127.00	Yes	Full Cost Recovery
Cleaning fee	per hour or part thereof	\$201.00	\$215.00	Yes	Full Cost Recovery
Warringah Aquatic Centre - Pool Hire					
Schools water polo comp (8x25m) per lane + dive pool	per hour	\$23.40	\$25.00	Yes	Partial Cost Recovery
Organisation/association 25m lane	per hour or part thereof	\$28.10	\$30.10	Yes	Partial Cost Recovery
Organisation/association diving pool	per hour or part thereof	\$37.80	\$40.40	Yes	Partial Cost Recovery
Organisation/association 50m lane	per hour or part thereof	\$57.00	\$61.00	Yes	Partial Cost Recovery
Water polo comp other than schools (8x25m)	per hour per lane	\$28.10	\$30.10	Yes	Partial Cost Recovery

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Business/commercial 25m lane	per hour or part thereof	\$57.00	\$61.00	Yes	Full Cost Recovery
Business/commercial diving pool	per hour or part thereof	\$70.00	\$74.90	Yes	Full Cost Recovery
Business/commercial 50m lane	per hour or part thereof	\$113.00	\$120.90	Yes	Full Cost Recovery
Studio/meeting room not for profit normal hours	per hour or part thereof	\$33.30	\$35.60	Yes	Partial Cost Recovery
Studio/meeting room commercial normal hours	per hour or part thereof	\$68.00	\$72.80	Yes	Full Cost Recovery
Warringah Aquatic Centre - Recreation Program					
Casual visit Concession	per person	\$20.00	\$21.40	Yes	Market Based Pricing
Casual visit	per person	\$24.70	\$26.40	Yes	Market Based Pricing
10 visit pass Concession	each	\$180.00	\$192.60	Yes	Market Based Pricing
10 visit pass	each	\$222.30	\$237.60	Yes	Market Based Pricing
Active Seniors Gentle Exercise	per person	\$11.20	\$12.00	Yes	Partial Cost Recovery
Active Seniors Gentle Exercise - 10 visit pass	each	\$100.80	\$108.00	Yes	Partial Cost Recovery
Birthday party with inflatable	per person	\$28.50	\$30.10	Yes	Market Based Pricing
Warringah Aquatic Centre - Swim Program					
Swim assessment	each	\$7.00	\$7.80	Yes	Partial Cost Recovery
Schools	per student	\$12.00	\$12.80	No	Market Based Pricing
Learn to Swim - 1 session per week	per person	\$22.50	\$23.80	No	Market Based Pricing
Learn to Swim refund fee	each	\$27.90	\$29.50	Yes	Full Cost Recovery
Adult Learn to Swim - 30 minute session	per session	\$24.00	\$25.30	No	Market Based Pricing
Adult stroke development - 30 minute session	per session	\$24.00	\$25.30	Yes	Market Based Pricing
Holiday swim programs	per person	\$22.50	\$23.80	No	Market Based Pricing
Holiday dive programs	per person	\$23.00	\$24.30	Yes	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Holiday swim clinics - 1 hour	per person	\$32.00	\$33.80	Yes	Market Based Pricing
Holiday swim clinics - package of 5 classes	each	\$144.00	\$152.10	Yes	Market Based Pricing
Holiday activity program - 1 hour	per person	\$12.00	\$12.70	Yes	Market Based Pricing
Swim Fit Concession - 1 hour	per session	\$18.90	\$20.20	Yes	Market Based Pricing
Swim Fit Concession 10 visit pass	each	\$170.10	\$181.80	Yes	Market Based Pricing
Swim Fit - 1 hour	per session	\$22.20	\$23.80	Yes	Market Based Pricing
Swim Fit 10 visit pass	each	\$199.80	\$214.20	Yes	Market Based Pricing
Diving - 1 session per week	per person	\$23.00	\$24.30	Yes	Market Based Pricing
Private Learn to Swim lessons - max 2 person - 30 minutes	per session	\$81.00	\$85.50	No	Market Based Pricing
Card replacement fee	per card	\$11.50	\$12.10	Yes	Full Cost Recovery
Planning and Place					
Busking Permits					
Junior permit - under 16 years (other than Manly CBD)	per permit	Zero	Zero	No	Zero Cost Recovery
Daily permit Manly CBD (Junior - 18 years and under)	per permit	\$17.90	\$18.90	No	Market Based Pricing
Daily permit Manly CBD (Adult)	per permit	\$34.50	\$36.40	No	Market Based Pricing
Monthly permit Manly CBD (7 days per week for 1 month)	per permit	\$60.00	\$64.00	No	Market Based Pricing
Quarterly Permit Manly CBD (7 days per week for 3 months)	per permit	\$136.00	\$144.00	No	Market Based Pricing
Annual permit - over 16 years (other than Manly CBD)	per permit	\$31.20	\$33.00	No	Market Based Pricing
Group busking fee – Manly per quarter (10 people maximum)	per permit	\$136.00	\$144.00	No	Market Based Pricing
Group busking fee – LGA (excluding Manly) per annum (10 people maximum)	per permit	\$31.20	\$33.00	No	Market Based Pricing

<u>Fee</u>	<u>Units</u>	<u>2023 - 2024 Fee \$</u>	<u>2024 - 2025 Fee \$</u>	<u>GST Applicable</u>	<u>Pricing Methodology</u>
Manly Markets					
Manly Arts & Crafts Market	per charge	Plus Stall Fee (25% of participating stall rental fees)	Plus Stall Fee (25% of participating stall rental fees)	Yes	Market Based Pricing
Manly Arts & Crafts Market	per month	Fixed Fee (per month as per contract)	Fixed Fee (per month as per contract)	Yes	Market Based Pricing
Manly Fresh Produce Market	per charge	Plus Stall Fee (20% of participating stall rental fees)	Plus Stall Fee (20% of participating stall rental fees)	Yes	Market Based Pricing
Manly Fresh Produce Market	per month	Fixed Fee (per month as per contract)	Fixed Fee (per month as per contract)	Yes	Market Based Pricing



Draft
Long-Term Financial Plan

2024 - 2034

2024/282300

Attachment 3 - Item 9.1



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Executive Summary

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

High inflation, severe weather events, the COVID-19 pandemic and significant increases in costs like the Emergency Services Levy, insurance and gas, alongside constraints on rates income is placing significant pressure on Council's ability to maintain infrastructure and services at the required level.

The Council has undertaken a number of measures to assist in offsetting cost pressures in recent years including fee reviews, achieving efficiency gains and cost savings. This includes \$0.4 million in the development of the 2024/25 budget along with over \$2 million in the previous two financial years. While opportunities are continuously sought, these measures alone are unable to fully offset the impact of recent high inflation levels.

Sydney's inflation over the 3 years to 30 June 2023 was more than double the increase in rates income, which is equivalent to an accumulative variance of 9.7%, or \$18.1 million in rates income. This gap is now built into Council's ongoing rates income, meaning the rate base will be permanently lower without intervention.

The Asset Management Plans require an additional investment of \$15.1 million per year to maintain and renew existing assets, along

with \$10.4 million per year to uplift service levels and provide high priority new assets required by the community.

The Council's Long-Term Financial Plan (LTFP) is reviewed and updated each year as a rolling 10-year projection of Council's income and expenditure, assets and liabilities and cashflow. Updates have been made and include revised assumptions and indexation along with financial modelling for 2 scenarios.

The LTFP shows income levels are no longer sufficient to fund operating expenses, invest in the ongoing renewal of infrastructure assets required by the Asset Management Plans and provide the necessary working capital to manage unexpected events, a scenario which is not sustainable and without intervention will continue to reduce services to the community.

The LTFP explores an alternative scenario to strengthen our position in the future and address the funding gap for the renewal and maintenance of existing assets (\$15.1 million per year). Further engagement would be undertaken with the community to develop this option should Council choose to explore it.

1. Introduction

The Long-Term Financial Plan forms part of our ten-year Resourcing Strategy, supporting Council's achievement of long-term goals in the Community Strategic Plan 2040. It ensures that we can sustainably deliver our related programs in our Delivery Program and Operational Plan.

What is the Long-Term Financial Plan?

The Long-Term Financial Plan (LTFP) explains how we will deliver services and assets now and in the future.

In forecasting to 2034, we considered a range of economic factors likely to affect our performance and finances and also make assumptions about how levels of service delivery to the community may change over time.

The Long-Term Financial Plan is important because it:

- assesses the financial sustainability of delivering service levels defined in the Delivery Program
- allows the costs of long-term strategic decisions to be quantified and debated
- determines the risk of future strategic directions
- allows scenario testing of different policies and service levels
- enables testing of sensitivity and robustness of key assumptions

The LTFP seeks to fully fund the infrastructure renewal program, as well as additional maintenance costs and depreciation that result from major facilities upgrades.

A key element of the Resourcing Strategy

The LTFP is a key part of our 10-year Resourcing Strategy within our integrated planning and reporting framework. The Community Strategic Plan 2040 (CSP) captures our community's long term needs and aspirations. The Resourcing Strategy supports the CSP, by setting out how we will resource what Council provides in a sustainable way.

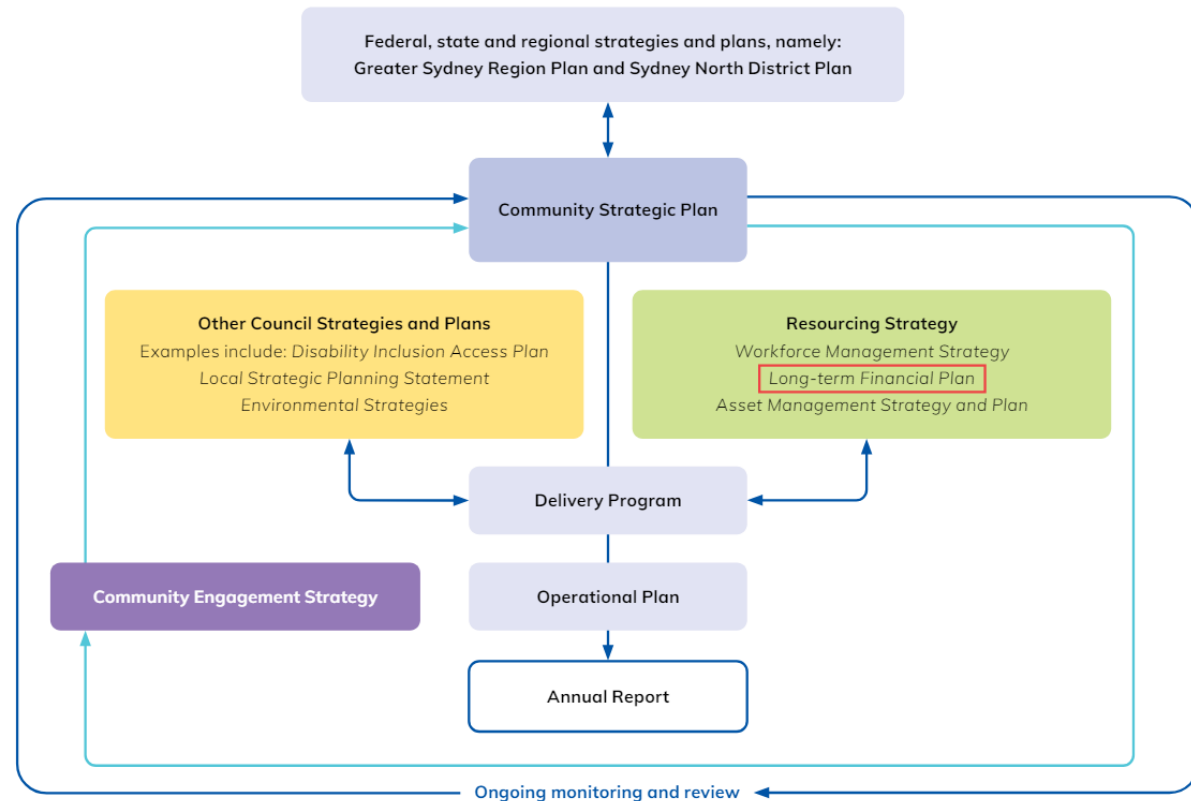
It is comprised of three interrelated elements:

- The LTFP enables us to deliver services and build financial resilience to be able to withstand future shocks. It sets out how we will fund commitments such as infrastructure renewal, maintaining services, paying down debt and funding capital projects.
- The Workforce Management Strategy shapes the capacity and capability of our workforce to deliver quality services and outcomes for you. It sets out priorities for developing and enabling staff.
- Our Asset Management Strategy sets out how we will maintain our facilities and other assets, and create new ones. It covers assets such as infrastructure for stormwater, transport, parks and recreation, buildings and is supported by Asset Management Plans.

The Resourcing Strategy plans ahead, anticipating the changing demographics and needs of our community, along with other trends and challenges that may impact the services we deliver. Together all elements of the Resourcing Strategy ensure that our commitments for services and capital works are achievable in our four year Delivery Program and annual Operational Plan.

While other elements of the Resourcing Strategy are reviewed every four years with a new Council, the LTFP and Asset Management Plans are reviewed annually to ensure financial planning for the annual Operational Plan and Budget are sound.

Figure 1. Integrated Planning and Reporting Framework



2. Strategic alignment

The community is at the centre of what drives us, starting with the long-term community vision captured in the Community Strategic Plan 2040: *Northern Beaches - a safe, diverse, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment.*

This is supported by Council's purpose:
Partnering with the community to protect, improve and create our future.

Figure 2 – Strategic line of sight



The Community Strategic Plan captures our community's goals across environmental, social, economic and civic leadership outcomes. The Long-Term Financial Plan addresses the outcome of Good Governance, and its Goal 19: *'Our Council is transparent and trusted to make decisions that reflect the values of the community'*, including our financial planning and accountability.

Our lead strategies and plans set out what Council will do to meet our community's needs and priorities.

They address our functions such as urban planning, environment, transport, community services, arts and events, childcare, libraries, sportsfields, open space and the local economy. These have implications for our service levels as well as resourcing through our finances, facilities and other assets.

The Resourcing Strategy considers these priorities as well as service levels, constraints, external pressures and risks over the coming 10 years. These are factored into the planning for our workforce, assets and finances so associated costs are considered. The LTFP then sets out how we will fund commitments such as delivering our services, renewing our infrastructure, paying down debt, and funding new capital projects.

The LTFP provides the financial horizon for the Delivery Program, paired with capital works planned in the Asset Management Plans. These are then devolved into the annual Operational Plan and its budget across all services. The LTFP is renewed each year to ensure the four-year and annual plans are based on current and robust financial planning.

3. Principles and objectives

Financial management principles and objectives provide the framework for the development of Council's Long-Term Financial Plan and support consistent and informed decision-making by Council.

Under the *Local Government Act 1993* (the Act), councils must apply sound financial management principles that require responsible and sustainable spending and investment and ensure that future decisions consider intergenerational effects and equity.

These principles are applied in the Council's financial and asset management funding decisions and risk management practices.

Principles of sound financial management

The following principles of sound financial management apply to councils and are prescribed under the Act (section 8B):

- a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.

- c) Councils should have effective financial and asset management, including sound policies and processes for the following:
 - a. performance management and reporting,
 - b. asset maintenance and enhancement,
 - c. funding decisions,
 - d. risk management practices.
- d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
 - a. policy decisions are made after considering their financial effects on future generations,
 - b. the current generation funds the cost of its services.

These financial principles are consistent with and support Council's Asset Management Policy.

Financial objectives

Financial objectives provide the framework for the development of Council's Long-Term Financial Plan and annual budget. The objectives enable consistent and informed decision-making by Council including funding options for infrastructure projects such as

borrowings which impact our present and future financial position. These financial objectives are also consistent with our Asset Management Policy.

1. Financial sustainability:

Generate sufficient income to fund ongoing services, renew and replace assets, meet future commitments, and maintain sufficient cash levels to support liquidity needs and unplanned events.

To do this we will:

- integrate asset management, long-term financial and strategic resource planning
- continually seek time, cost and quality service improvements and efficiencies and opportunities to increase income
- consider lifecycle costs in decisions relating to new and upgraded services and assets
- maintain sufficient cash and investments to ensure short-term working capital requirements are met
- limit the use of loan funds in the main to income producing assets and new infrastructure projects where intergenerational equity considerations justify spreading the cost between generations of ratepayers who benefit from the expenditure
- maintain a sound financial position, reflected in Council's performance ratios.

2. Safeguard financial legacy:

Create and safeguard our financial legacy by making prudent and responsible decisions that consider the financial impact on future generations.

To do this we will:

- ensure the current generation covers the cost of its services through a fully funded operating budget
- aim to achieve equity between generations of ratepayers where the mechanisms to fund specific capital expenditure and operations consider the ratepayers who benefit from the expenditure.

3. Deliver a balanced budget:

Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, the repayment of debt and depreciation.

To do this we will:

- have a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works
- manage the immediate and ongoing financial impacts of shocks like a pandemic and weather events, to safeguard long-term financial sustainability
- maintain an unrestricted current ratio of greater than 1.5 to ensure the required level of cash is maintained to meet operational requirements as well as build cash reserves for contingencies that may arise. Strengthening this position over the years of the LTFP is a priority.

4. Fund current service levels:

The operating budget is designed to deliver current services and service levels.

To do this we will:

- maintain existing service levels to the community
- any changes to future service levels will be determined in consultation with the community.

5. Fund infrastructure renewal:

A disciplined approach is undertaken in fully using depreciation for the renewal of assets, informed by asset management plans and the prioritisation of assets in poor condition.

To do this we will:

- fully use depreciation for the renewal of assets and provide the appropriate level of funding for their scheduled and reactive maintenance – i.e. prioritise asset renewal needs over new assets
- continually monitor asset conditions to minimise the likelihood of infrastructure backlogs
- link the Asset Management Plans to the LTFP
- when funding is available:
 - provide well-maintained community assets that are fit for purpose and provide best possible community benefit
 - focus adaptation and mitigation investment on critical assets and infrastructure to ensure they are resilient to natural disasters and climate change impacts.

6. Responsible funding of new community assets:

Surplus funds and other funding sources are sought to meet additional infrastructure needs of the community in a prudent, ethical and responsible manner.

To do this we will:

- achieve operating surpluses (excluding grants and contributions provided for capital purposes) which can be used to provide new assets when there are insufficient development contributions or grant funding
- fund capital expenditure in a prudent, ethical and responsible manner. Council will seek and accept external funding contributions to a project where the acceptance of the funding will not compromise Council's principles or objectives
- when funding is available, ensure the community has access to the required infrastructure to meet community needs within a framework of LGA-wide priorities
- ensure asset management decisions consider sustainability and adaptability, based on full life cycle costs through acquisition, operation, maintenance, renewal, adaptation and disposal.

Borrowing policy

Borrowings, where appropriate and financially responsible, can be an important funding source for income-generating projects and the delivery of significant new infrastructure to support intergenerational equity. The following is to be considered before entering a new loan arrangement.

- Borrowings should only be used as the last resort to finance projects of the highest priority to Council which are unable to be funded from income.
- The use of loan funds will, in the main, be limited to income producing assets and new infrastructure projects where intergenerational equity considerations justify spreading the cost between generations of ratepayers who benefit from the expenditure.

- Loans are not a funding source for operating expenditure.
- The total amount of loan borrowings must be sustainable in terms of ability to meet future repayments and budgetary obligations. The funding source to meet repayments must be identified before entering any new loan arrangement.
- The term of any loan is not to exceed the expected economic life of the asset being funded.

Council also maintains an overdraft facility of \$5 million as an integral and prudent part of cash management in responding to unexpected events without the need for the early redemption of term deposits.

4. Northern Beaches context

When preparing the Long-Term Financial Plan, many factors are taken into consideration and a vast array of research and statistics are analysed to forecast the likely revenue that will be available to meet the community's long-term objectives.

The Northern Beaches local government area (LGA) covers 254km² of urban and natural environment and is located to the north of the Sydney CBD. There is 80 km of coastline and several national parks in the area, as well as four coastal lagoons, Manly Dam and many other Council reserves. Apart from housing there are also large areas for commercial and retail, light industry and rural land uses.

4.1 Community¹

The population is 267,921 people (Estimated Resident Population 2023) living across 105,016 dwellings.

Other characteristics include:

- the largest age group is 45-49 years old, with over 20,500 people and comprising 8% of our population
- an ageing population: those aged 60+ years will grow by 26% by 2034, another 16,100 people
- living arrangements include 37% of the population as couples with children, 26% couples, 22% single, 9% single

parents and 3% in group living situations such as nursing homes

- 4% of residents have a disability that needs daily assistance, and 11% provide unpaid assistance to a person with disability, long term illness or elderly.

4.2 Economy²

Our local economy features over 33,100 local businesses and:

- 58% of our working population work full time, 32% part time
- 54% of working residents work locally
- 110,747 local jobs with 15% in healthcare and social assistance, 13% in retail and 12% in construction
- healthcare and social assistance is our fastest growing industry
- Gross Regional Product was estimated at almost \$20 billion in 2022.

¹ Community data obtained from ID Planning
- Northern Beaches Community Profile
<https://profile.id.com.au/northern-beaches>

² Economy data obtained from ID Economy
- Northern Beaches Economic Profile
<https://economy.id.com.au/northern-beaches>

4.3 Council's role and partners

Council provides a range of services and facilities to the community and local businesses across social services, arts, culture and events, a theatre and museum, libraries, childcare, environment and waste management, parks and recreation, beaches and pools, planning and place management, local transport networks, economic development, cemeteries, holiday facilities, customer

service and community engagement. We work together with the State Government on some of these functions to ensure our community's needs are recognised – such as in planning and development, social and affordable housing, community safety, public transport and major roads, natural hazards and emergency management.

Some of key agencies and other bodies we work with include:

NSW Government:

- Department of Planning and Environment
- Greater Cities Commission
- Infrastructure NSW
- Department of Primary Industries
- Office of Local Government
- Office of Sport
- Destination NSW
- Transport for NSW
- Department of Education
- Department of Communities and Justice
- Rural Fire Service and Fire and Rescue
- Police and State Emergency Service

Not for Profits:

- Aboriginal Heritage Office
- Surf Life Saving Northern Beaches
- Community housing providers
- LocalKind Northern Beaches
- Disability advocates
- Charities, churches and shelters
- Easylink Community Transport
- Cycling NSW
- Pedestrian Council of Australia
- Green Building Council of Australia

Other:

- Local resident associations
- Cultural and sporting groups
- Local businesses
- Chambers of Commerce
- Kimbriki Environmental Enterprises
- Utility providers
- TAFE and universities
- Sydney Coastal Councils
- Cities Power Partnership
- Resilient Cities Network

We also partner with our community, community groups and others to deliver the best outcomes. This includes the use of our facilities by community groups, schools and not for profit organisations such as community centres and hubs, creative art spaces, sportsfields, surf club and sports club buildings, aquatic centres and the Coastal Environment Centre. This may involve the charging of a fee, or a subsidised lease for exclusive use. Various open spaces are hired for filming, sporting or major events as the Northern Beaches provides many stunning locations.

Council manages \$2.5 billion of land assets, \$3.5 billion of infrastructure assets and \$0.1 billion of others such as IT equipment, plant and fleet. Our infrastructure assets include the stormwater network, transport network (local roads, paths, cycleways, bus shelters, wharves, bridges, retaining walls), sportsfields and other parks and recreation assets, some foreshore and coastal protection structures and a wide range of buildings and

public amenities. Each year Council plans ahead to understand investment levels required to ensure our assets meet the needs of our changing community, are well maintained, accessible, safe and operational, and upgraded when needed.

While around 57.5% of Council's income is sourced from rates and annual charges from property ratepayers, our services and infrastructure works are also funded from grants, statutory contributions, interest on investments, dividends from Kimbriki and fees and charges. At times new major assets are provided by Council, often with the assistance of Government grants, such as Narrabeen Lagoon pedestrian and cycle bridge, new surf club buildings, footpaths and many recent cycleways. We also work together with bodies such as sports clubs, Surf Life Saving and the Rural Fire Service to fund upgrades to related buildings where needed.

4.4 Financial issues and risks

An analysis of financial issues and risks that impact Council's ability to meet its objectives has been undertaken.

Risks

- Regulatory financial management restrictions placed on Council and its ability to raise revenue limit Council's ability to forward plan with certainty, when the largest funding source is reliant on the annual rate peg announcement
- Ongoing economic instability results in further uncertainty in estimating costs and setting prices
- Pressures from climate change, population growth and increased property values will drive increased exposure to our entire community, from a safety, wellbeing, and financial perspective unless we take active steps to limit these risks. The LGA is particularly vulnerable to natural hazards including bush fire, flooding, landslip, coastal erosion and storms. As the climate changes, exposure to natural hazards such as heatwaves, heavy rainfall, severe bush fire conditions, storm surges, sea-level rise and flooding will increase. Efforts to increase resilience in the community and natural and built environments are needed along with measures to reduce carbon emissions and increase efficiencies in managing energy, water and waste.
- Many projects are funded through grants. It is often not possible to submit grant applications several years in advance, and a subsequent failure to receive grant funding may severely affect the ability of the Council to deliver a project. Grants that are not recurring in nature or secured are not included in the LTFP for this reason.
- Political decisions at the State and Commonwealth level that change policy and legislation that Council operates under could negatively impact on our revenue generating capability, transfer greater service delivery responsibility to Council or result in population growth with insufficient planning and funding.
- A number of State and Federal Government inquiries are underway. The outcomes from these inquiries may lead to changes that impact Council.

Issues

- The most significant financial consideration is the gap that has occurred in recent years between rates income and costs. The new IPART rate peg will not address the historical lag between the rate peg and inflation that caused such a significant gap during recent high inflation periods. IPART suggested councils consider addressing the lag through the Special Rate Variation process.
- This occurred alongside other issues that placed pressure on Council's budget during this period including the COVID-19 pandemic, storms and increases in the Emergency Services Levy. This resulted in the re-prioritisation of many programs and capital expenditure projects to ensure Council had the capacity to respond to these issues. Rebuilding working capital and focusing on reducing the infrastructure renewal backlog are a priority.
- The Asset Management Plans identify infrastructure challenges that will require an additional investment of \$15.1 million per

year to renew and maintain existing assets along with an additional \$10.4 million per year to invest in service uplifts and new assets.

Category	10 yr gap (\$m)*
Renewal Gap	\$117
Maintenance Gap	\$34
Uplift in Service Gap	\$67
New Asset Gap	\$37
Total unfunded Asset Management Plans	\$255m

* 10 year gap is expressed in present values (as at 30 June 2023)

- To address these issues and meet growing expectations, funding options will need to be explored with the community. Resourcing options to address the funding gap for the renewal and maintenance of existing assets (\$15.1 million per year) is explored in the alternative scenario in this LTFP.

5. Risk management

Council has a cautious risk appetite for financial risks and will manage risks that have the potential to adversely impact on its long-term sustainable future.

Council's activities expose it to a variety of risks which are considered in preparing the LTFP. Council recognises the importance of a risk framework to strengthen its capacity to effectively identify, understand and capitalise on challenges and pursue opportunities. Council has different levels of risk that it is prepared to accept before mitigation action is deemed to be necessary.

Council has a cautious risk appetite for financial risks and its preference is for safe options that are very low risk, tightly controlled, and which only pursue a potential for reward when it safely outweighs the risk/s taken. Council manages its budgets and financial commitments prudently to remain within its approved annual and long-term plans. Budgets are considered through effective short, medium and long-term financial planning and

investment strategies and long-term asset management plans to maintain a disciplined approach to financial sustainability.

The risk of Council's financial position becoming unsustainable has been identified as a Strategic Risk Area for the organisation. There are likely causes, both external and internal, that could lead to this situation without the presence of risk controls. Controls are in place to mitigate this risk including the preparation of this LTFP informed by Council's Asset Management Plans.

However, long term planning in a dynamic environment has some level of uncertainty. Risks such as changes in legislative requirements and economic risks have been discussed in the previous section. These risks could materially change the outcome and projected results of this plan. The Sensitivity Analysis within this LTFP tests the impact of inherent economic risks.

6. Current financial position

Council's financial results over the past four financial years largely reflect the impact of COVID-19 pandemic restrictions on operations, the support measures in place for the community and the recovery process. The net cost to Council of the COVID-19 pandemic was \$41 million.

Other significant events placing pressure on Council include storms, flooding and bushfire threats. In the past 5 years the Northern Beaches experienced 6 natural disasters at a cost of \$14 million, of which \$7 million has been recovered to date from the Federal Government Disaster Recovery Funding Arrangements.

In 2023/24 the Emergency Services Levy increased by \$3.1 million to \$9.3 million, equivalent to a \$90 increase per ratepayer. The Council was required to reduce infrastructure spending by \$3.1 million per year to fund this cost increase.

High inflation and price volatility, combined with the historical lag in the rate peg, are resulting in a growing divergence between costs and rates income. Inflation increased by 16.8% over the last 3 years – more than double the 7.2% increase in rates income, which is equivalent to an accumulative gap of \$18.1 million in rates income.³

This reduces Council's capacity to address unfunded elements of the Asset Management Plans.

Key financial and asset management performance ratios are weakening. Income levels are no longer sufficient to fund operating expenses, invest in the ongoing renewal of infrastructure assets required by the Asset Management Plans and provide the necessary working capital to manage unexpected events.

It is important to note Kimbriki's financial performance and position is consolidated with Council's position. This includes cash and investments which are held for operational purposes, future capital expenditure and the future remediation of the landfill site. These funds are held for the management of the facility and are governed by an independent Board. If Kimbriki's financial position was excluded the Council's performance against most benchmarks would be weaker.

Council's Financial Statements provide a summary of our financial performance and are available on our website.

³ 3 year period from July 2020 to 30 June 2023

7. Forecasting future budgets

In planning for the financial year 2024/25, and beyond, we have made assumptions on factors outside of our control such as inflation, wage increases and the rate peg.

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

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

7.1. Revenue forecasts

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

7.1.1 Capacity for rating

Income from rates is a major component of Council's revenue base. The community's capacity and willingness to pay rates and whether there is potential for changes to the rate path are an important consideration when determining a rating structure.

In making that judgement, Council considers information related to:

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

No change in the rating categories and sub-categories is proposed, nor the method of rating. The Alternative Model explores an application to the IPART for a Special Rate Variation to address unfunded renewal and maintenance requirements of the Asset Management Plan.

Socio-economic analysis and rates affordability

The following analysis assists in undertaking this assessment of the community's capacity and willingness to pay rates.

Residential properties

In the 2023/24 financial year, there are 96,109 properties across Northern Beaches Council rated as 'Residential'. These properties include single dwellings, social housing and multi-unit dwellings.

Housing tenure

In the Northern Beaches Council area, 68% of households were purchasing or fully owned their home, 24.5% were renting privately, and 1.6% were in social housing in 2021 (ABS).

The median monthly mortgage repayment across the Northern Beaches was \$3,124 and the median weekly rent was \$650⁴.

Household income

According to the 2021 Census the median weekly income of households across the Northern Beaches was \$2,592 which was \$515 more than the Greater Sydney area.

Employment status

In September 2023 Northern Beaches had an unemployment rate of 2.3% (3,633 people), lower than the Greater Sydney rate of 3.4%⁵.

⁴ Australian Bureau of Statistics, Census of Population and Housing 2021
<https://www.abs.gov.au/census/find-census-data/quickstats/2021/LGA15990>

Index of Relative Socio-Economic Disadvantage (IRSED)

The Index of Relative Socio-Economic Disadvantage (IRSED) is based on the 2021 Census and is useful in identifying geographic areas that are relatively disadvantaged. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations.

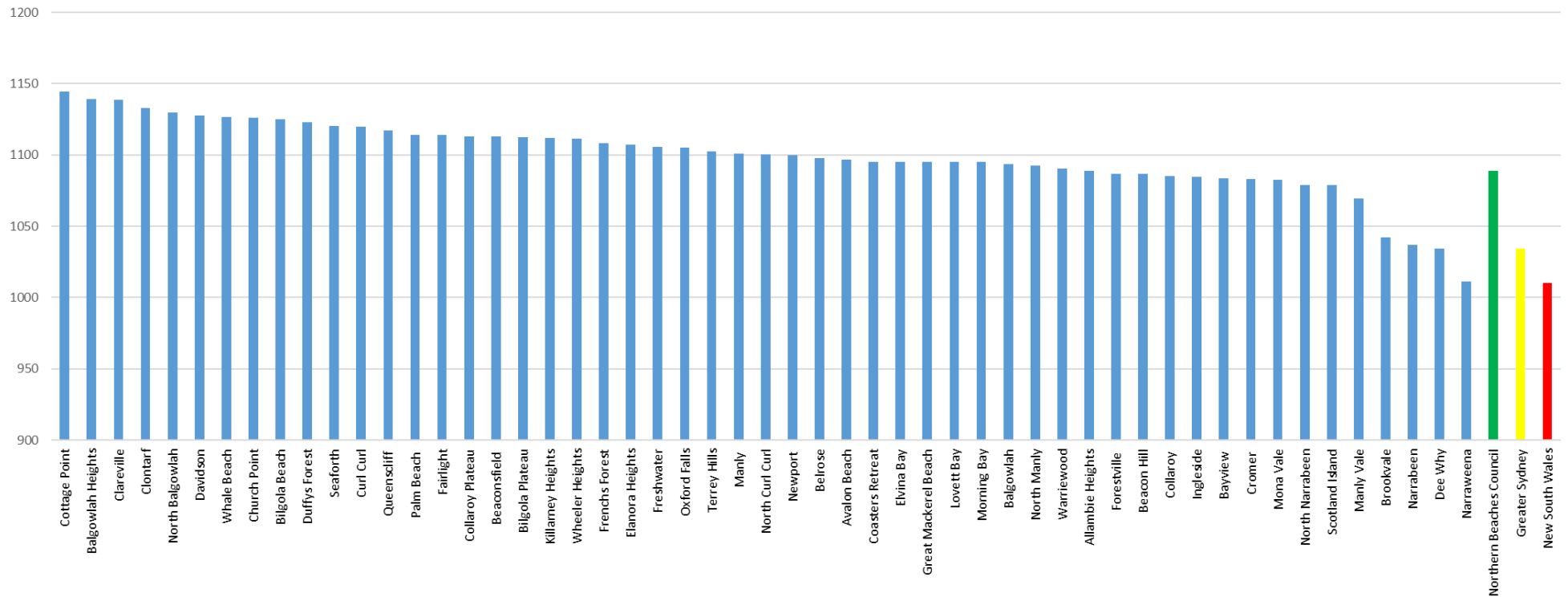
An area with an IRSED of 1,000 is considered average while a lower score indicates that the area is experiencing more disadvantage.

The IRSED for the Northern Beaches is higher than the average at 1,089. This indicates relatively lower levels of socio-economic disadvantage as compared to other LGAs.

The IRSED index by suburb is outlined on the following page. Whilst there is some variation across the LGA, no area falls below 1,000.

⁵ Source: Jobs and Skills Australia, Small Area Labour Markets, September quarter 2023
<https://www.jobsandskills.gov.au/data/small-area-labour-markets>

Index of Relative Socio-economic Disadvantage 2021



Source: Australian Bureau of Statistics, Socio-Economic Indexes for Areas (SEIFA), Australia 2021

Outstanding rates and annual charges

On 30 June 2023, 3.57% of rates and annual charges levied remained outstanding which remains well under the industry benchmark of 5%. This is an important consideration in setting options for funding within this plan and is one of the indicators of our ratepayers' capacity and willingness to pay for the services of the Council.

Financial hardship and rebates

Council understands that individual ratepayers may experience financial hardship and has options available to provide support through the Rates and Annual Charges Hardship Policy.

Concessions are also available to eligible pensioners.

Rate peg and Special Rate Variations

The maximum amount councils can collect in income from rates is determined each year by the Independent Pricing and Regulatory Tribunal (IPART) through their rate peg methodology.

A council can apply to IPART for a Special Variation (SRV) to the rate peg – which enables a Council to establish an increase in rates income above the rate peg. An alternative scenario is included in this LTFP to explore this option to provide additional funding for the renewal and maintenance of existing assets.

7.1.2 Fees and charges

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

7.1.3 Grants and subsidies

Council receives an annual Financial Assistance Grant allocation from the Commonwealth as well as grants for specific programs. In preparing the LTFP we have assumed we will continue to receive grants of this nature that are recurring. Should these grants and subsidies be reduced, our ability to provide the same level of service will be impacted.

The Financial Assistance Grant has been paid partially in advance for a number of years, with the advance payment for the following year generally occurring in the last quarter. We have assumed this will continue.

7.2. Borrowings

External borrowing is proposed in 2024/25 and 2025/26 to part fund infrastructure projects:

External loan	\$'000
2024/25 Warriewood Valley Community Centre	10,450
2025/26 Manly Life Saving Club and Warringah Recreation Centre	2,500

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 2024.

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

7.3. Cash reserves

Detailed modelling has been undertaken to manage Council's restricted cash reserves including development contributions, domestic waste and the Kimbriki landfill remediation reserves.

Working capital needs to be maintained at sufficient levels to provide against unforeseen and unbudgeted expenditures. This includes storm events, the need to undertake works unbudgeted in the current financial year which may impact on services to the community, the safety of the community and the protection of community assets. The events of the last few years now mean Council needs to rebuild working capital. Future operating surpluses are required to reinstate working capital levels.

7.4. Expenditure forecasts

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

Increased maintenance expenditure has been included within the plan for new assets. The Asset Management Plans identify a level of unfunded works. To deliver the funding needed to progress these projects options will need to be explored with the community.

7.5. Financial modelling

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

8. Financial planning assumptions

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

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

8.1 Market driven planning assumptions

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

Growth

Demographic trends and projections influence planning for housing, jobs, infrastructure, facilities and other services.

The Northern Beaches population is projected to increase to over 296,000 people in 2034, at an average of 0.9% per annum, or approximately 2,500 extra persons per year.⁶

Inflation (Consumer Price Index (CPI))

Inflation has been assumed as follows:

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Consumer Price Index (CPI)	3.2%	2.5%	2.5%	2.5%	2.4%	2.4%	2.4%	2.4%	2.5%	2.5%

Source: Deloitte Access Economics Business Outlook – September Quarter 2023 – Underlying CPI

⁶ Source: .id – March 2024 <https://forecast.id.com.au/northern-beaches>

8.2 Income assumptions

Rates

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Rate peg - Scenario 1: Delivery Program Model	4.9%	3.4%	3.40%	2.80%	2.70%	2.70%	2.70%	2.70%	2.80%	2.80%
Rate peg + SRV - Scenario 2: Alternative Model		3.4% + 10.6%								
Rates and annual charges growth	0.01%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%	0.08%

2024/25 is based on the IPART's rate peg of 4.9%.

Subsequent years are an estimation of the Rate Peg, based on 40% of costs being Employee Costs and 60% being Other Expenses. Scenario 2 also includes an additional amount to close the asset renewal and maintenance gap, which could form the basis of an SRV application.

Rates growth represents the average annual growth in income (measured over five years) due to supplementary valuations and anticipated population growth. This is also applied to annual charges for domestic waste and stormwater.

Scenario 1, the Delivery Program Model, is the primary model and is the basis upon which the Delivery Program and budget is prepared. It assumes that rates income will increase by the rate peg each year.

Scenario 2, the Alternative Model, explores the revenue implications of addressing the current gap between preferred and actual asset renewal and maintenance outlined in Council's Asset Management Plans. It is illustrative only of the revenue implications if Council was to increase its asset maintenance and asset renewal expenditure without reducing service levels elsewhere. Should the need arise, Council would engage the community to further develop Scenario 2.

Annual Charges - Domestic Waste Management Charge

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Waste charge	5.6%	4.9%	0.8%	2.6%	2.4%	2.3%	2.3%	2.3%	2.4%	2.4%

We calculate the domestic waste management charges (DWMC) to ensure the income generated can fund the costs associated with providing the service including provisions for the future replacement of bins.

It has been assumed that costs and therefore the DWMC will primarily increase in line with underlying inflation, with adjustments for items such as known contract 'rise and fall' factors including fuel and changes to the Waste Levy.

This also includes planning for future improvements to the service and capacity to respond to unplanned events such as a storm.

Annual Charges – Stormwater Management Services Charge

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Stormwater charge	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

We have assumed there is no change in the Stormwater Management Services Charge, as the charge is capped by legislation and has not changed since it was introduced.

User Fees and Charges

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Fees and charges – statutory	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI
Fees and charges – Kimbriki & community centres	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI
Fees and charges – Parking Areas	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Fees and charges – non-statutory	5.60%	3.00%	3.00%	3.00%	2.90%	2.90%	2.90%	2.90%	3.00%	3.00%

User fees and charges that are controlled by other levels of government under legislation are assumed to increase by CPI. We have also assumed Kimbriki and community centre hire income will increase by CPI. No growth in income from pay and display beach parking and car parks is forecast due to the high elasticity of demand and volatility in this income stream.

Non-statutory charges such as childcare and aquatic centre fees, are determined by applying our Pricing Policy which incorporates the Local Government Competitive Neutrality Guidelines. Projected income growth is based on 75% of related costs being employee costs and 25% being other expenses (CPI).

Other Revenues

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Fines	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other revenues	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI

Other Revenue principally comprises income from fines, sale of recycled materials and licences. CPI has been used to project future income from Other Revenues except for fines. Fines are set by the State Government and are not forecast to increase.

Grants and Contributions - Operating Purposes

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Grants and Contributions - Operating (recurring)	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI

Council receives a number of operational grants from various Government agencies. The largest of these being the Financial Assistance Grant and we have assumed that this will continue (and be paid partially paid in advance).

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

Grants and Contributions - Capital Purposes

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Development contributions	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI
Other grants and contributions - capital	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Local infrastructure contributions are a significant source of capital revenue. Predicting the amount of revenues received from this source is extremely difficult as it is essentially market driven and depends on the timing of developments. We have assumed \$7.7 million in contributions in the 2024/25 financial year and these will increase annually in line with CPI with some adjustments for the expected timing of Warriewood Valley s7.11 payments.

We have also assumed we will continue to receive other capital grants in relation to ongoing programs for road resheeting however we have not assumed any further growth in this income. Other capital grants received for specific project related purposes have been included in the year we anticipate they will be received only where the grant funding has been confirmed.

Interest and Investment Revenues

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Return on investment portfolio	4.65%	3.55%	3.30%	3.30%	3.30%	3.30%	3.30%	3.30%	3.30%	3.30%

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

Other Income

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Other income	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI

Other Income comprises rental income from leased properties. CPI has been used to project future income.

Gain / (Loss) on Disposal of Assets

Gains or losses on the disposal of assets are predominantly received from the sale of plant and fleet. Future years are based on the plant and fleet replacement program. Infrastructure-related disposals are based on the Asset Management Plans for the renewal program.

8.3 Expenditure assumptions

Employee Benefits and On Costs

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Industry Award base increase	3.50%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Industry Award step increase	0.63%	0.63%	0.63%	0.63%	0.63%	0.63%	0.63%	0.63%	0.63%	0.63%
Super guarantee levy	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%

The Local Government State Award provides for an annual increase as well as salary band step increases. The current Award, which expires on 30 June 2026 provides for an increase of 3.5% in 2024/25 along with an additional award lump sum payment of the greater of \$1,000 or 0.5% of each permanent employee's annual salary.

The current Award increase is 3.0% in 2025/26. We have assumed increases will be 2.5% per annum over the remainder of the LTFP.

Other assumptions include:

- No change in existing employee working hours.
- A stable vacancy rate in establishment permanent positions in each financial year.
- The average increase as a result of award-based salary band step increases will be 0.63% per annum.
- Superannuation expenditure based on the statutory contribution rate incrementally increasing to 12% by 2025/26.

Borrowing Costs

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Interest rate on loans	5.80%	5.80%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
Tip remediation discount	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%

Council's borrowing costs over the ten-year period comprise a number of components:

- Interest on loans - Where borrowings have already been undertaken the interest rate identified in the Loan Agreement has been used. For variable loans or new borrowings the proposed interest rate has been calculated based on the forecast 10 year swap rate along with a 2% loan margin based on advice from Council's investment advisor.

- Lease interest charges - rates are forecast in accordance with the lease documents.
- Tip remediation discount - this relates to the remediation of the waste landfill site at Kimbriki. The discount rate is utilised to adjust the landfill remediation provision each year so that it reflects the present value of the estimated future expenditure to remediate the site.

Materials and Services

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Materials and services	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI
Fuel - Petrol price at pump (cents per litre) (Sept 2023)	188.99	188.74	191.92	195.03	197.80	200.20	202.62	205.28	207.82	207.82

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

forecast to average 2.5% per annum. Fuel is indexed by the forecast change in the petrol price at pump published by Deloitte Access Economics.

Depreciation and Amortisation

The depreciation methodology can be found in the Notes to the Financial Statements. The depreciation expense assumed in the LTFP has been calculated in accordance with this methodology. Estimates have also been included for the projected depreciation cost of new assets which have been identified within the proposed Capital Works Program along with the impact of revaluations.

Other Expenses

Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Other expenses	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI	CPI

Other Expenses primarily relate to statutory charges (including the Emergency Services Levy and Waste Disposal Levy) and grants and donations provided by Council. These are generally forecast to increase in line with CPI.

8.4 Future and ongoing financial challenges, opportunities and efficiency savings

Like many councils in NSW, Council is facing growing pressure to its financial sustainability as increases in income, under the NSW rate peg system, have not reflected the rising costs of labour, materials, contracts, and construction, with Sydney's inflation over the 3 years to 30 June 2023 being more than double the increase in rates income.

Infrastructure investment is informed by the Asset Management Plans 2024-2034. However, there is a growing gap between the costs to maintain assets and services and the funding available to Council. The Plans require an additional investment of \$15.1 million per year to maintain and renew existing assets, along with \$10.4 million per year to uplift services levels and provide high priority new assets required by the community.

Council is focused on continuing to achieve efficiency savings and reinvesting those into our community. This includes efficiencies

achieved through the introduction of new systems and processes and the optimisation of plant and fleet. This builds on savings achieved in each year since the formation of Northern Beaches Council.

We continue to work across the organisation to provide efficiency improvements and contain costs. Ongoing savings are anticipated through projects such as the advancement of technology and the efficiencies and improved customer experience it presents and the optimisation of resources and assets. Funds that may be made available through such projects could be used in a number of ways including supporting the rebuilding of working capital, improvements in services, accelerating the renewal of aging infrastructure or reducing rates. As savings are achieved opportunities will be considered and changes to the Long-Term Financial Plan applied.

9. Sensitivity analysis

Although the assumptions listed in the previous section are our current informed estimate based on a range of reliable sources, Long-Term Financial Plans are inherently uncertain.

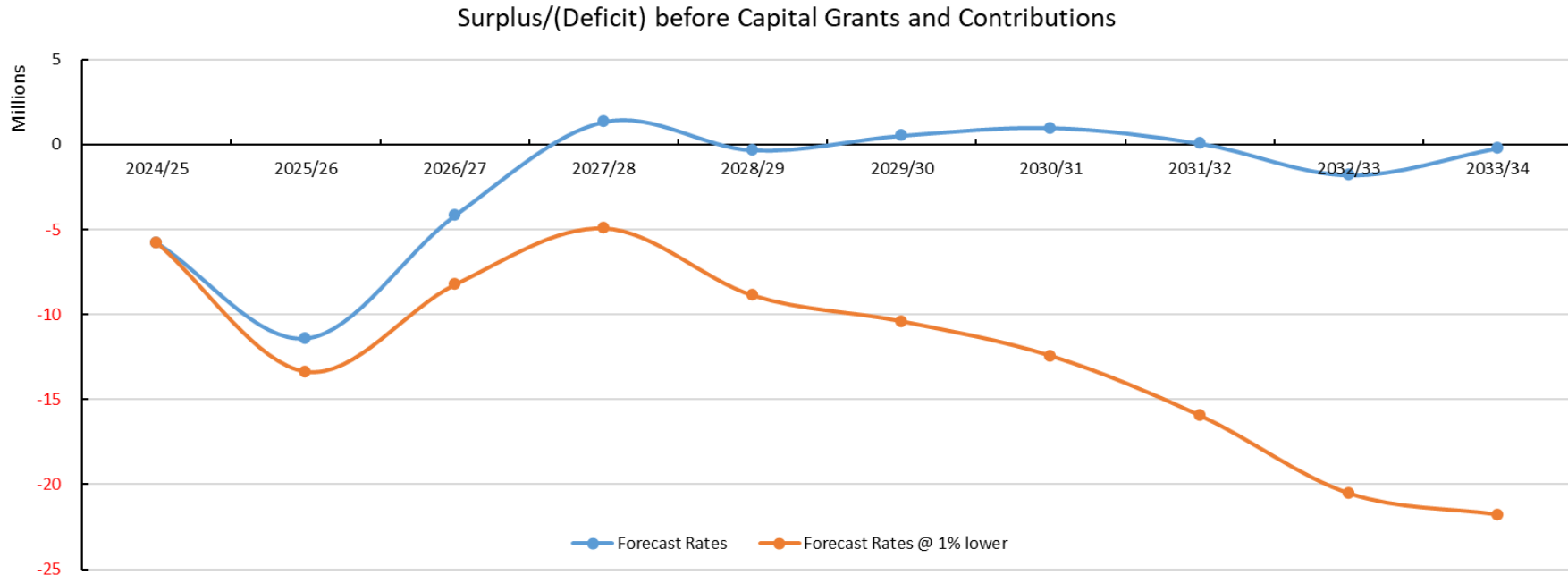
They contain a wide range of assumptions about interest rates and the potential effect of inflation on revenues and expenditures which are largely outside our control. Developing our LTFP includes

financial modelling to demonstrate the impact on our finances if trends worsen. Modelling analyses 'Scenario 1 - Delivery Program Model', as this is the base case for the Council's 2024/25 budget.

9.1 Rates

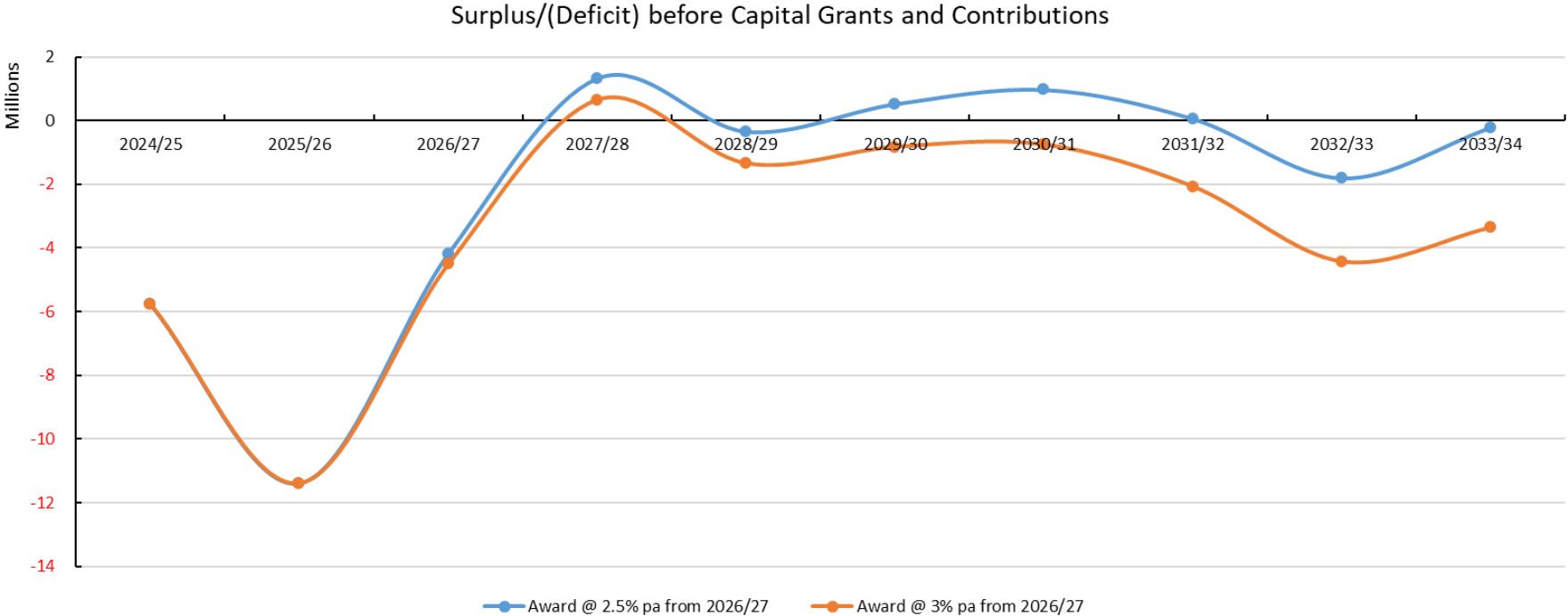
Rates comprise 43% of our total income. Rates are capped by the State Government and we can only increase rates if we apply for a special rate variation through IPART.

If the rate peg is 1.0% pa lower than forecast from year 2 the budget would remain in deficit and this would continue to grow.



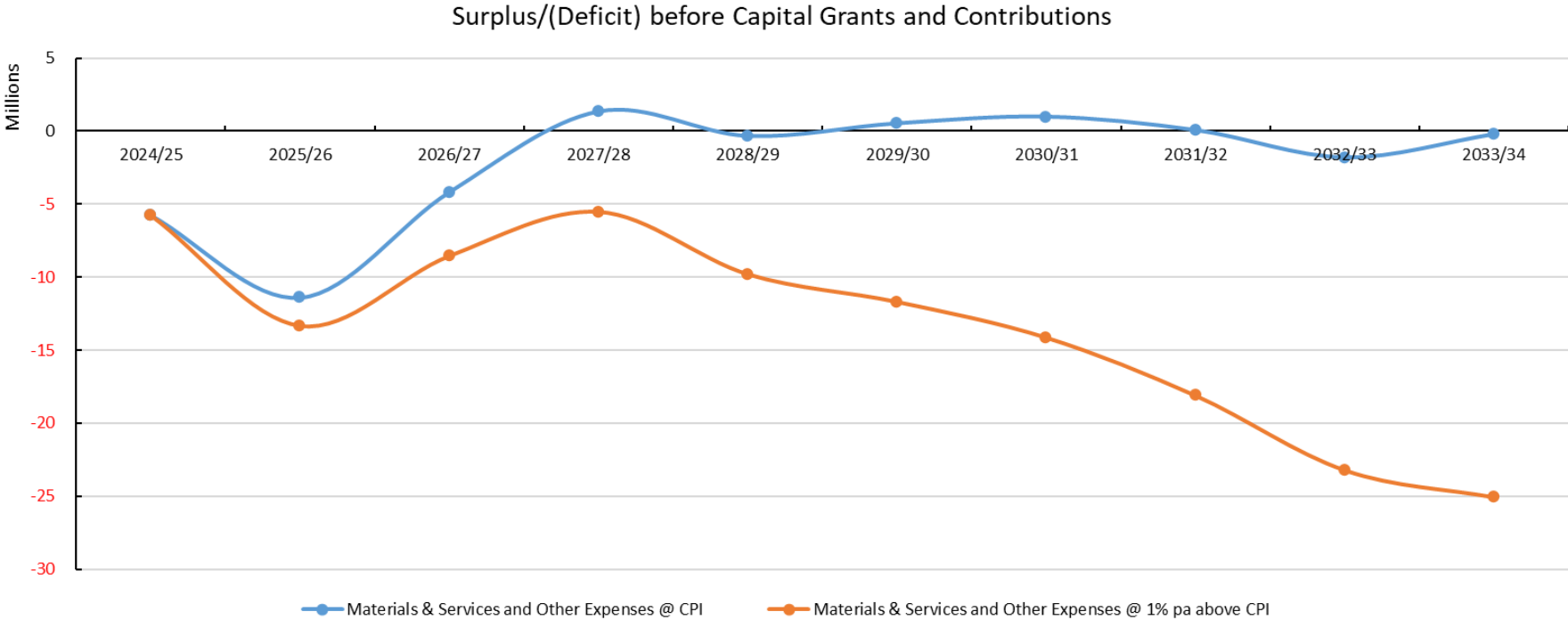
9.2 Employee Costs

Salary growth is largely subject to the NSW Local Government Award. The current Award expires on 30 June 2026 and we have assumed an annual Award increase of 2.5% in 2026/27 and for each year afterwards before step increases. If the future Award increase was 0.5% pa higher the budget remain in deficit for each year of the Long-Term Financial Plan from 2028/29.



9.3 Materials, Services and Other Expenses

Fluctuating market conditions could affect the price of certain materials and services. The chart shows the impact of a 1.0% per annum increase in materials, services and other expenses above the CPI. The budget remains in deficit each year if no corresponding change in income or expenditure is made.



10. Scenario modelling

The Long-Term Financial Plan is a rolling 10-year projection of Council's income and expenditure, assets and liabilities and cashflow. Updates have been made alongside the revision of Council's Delivery Program, Operational Plan and Asset Management Plans. This includes revised assumptions, indexation and financial modelling for two scenarios.

Scenario 1: Delivery Program Model

- This model is consistent with the draft Delivery Program 2024-2028, with rates increases based on the rate peg in each year.
- Income levels are not sufficient to fund operating expenses, invest in the ongoing renewal of infrastructure assets and provide the necessary working capital to manage unexpected events. Performance benchmarks are weakening or not met, especially regarding asset management and operating performance.
- This is not sustainable and without the intervention explored in Scenario 2 will continue to reduce services to the community.

Scenario 2: Alternative Model

- This model addresses the maintenance and renewal funding gap for existing assets outlined in the Asset Management Plans, which is \$15.1 million per annum as at 30 June 2023.
- Infrastructure expenditure is increased and working capital is strengthened to provide the capacity to respond to unexpected events. This produces a stronger operating result and asset management ratios.
- To provide funding for this model, rates income increases \$20 million from the 2025/26 financial year (which is retained in future years).
- It is important to note this scenario does not provide additional funding for the \$10.4 million per annum funding gap associated with new assets and service uplifts proposed in the Asset Management Plans. Nor does it cover aspirational projects and programs and natural risk reduction measures which could add a further \$16.5 million per annum in costs.

10.1 Scenario 1: Delivery Program Model

Scenario 1: Delivery Program Model Income statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
Income from continuing operations													
Rates and annual charges	225,941	234,424	246,515	259,094	269,104	277,012	285,004	292,856	300,885	309,099	317,613	326,664	335,929
User charges and fees	79,722	91,876	97,807	101,855	104,159	106,420	108,943	111,312	113,875	116,506	119,208	122,047	125,005
Other revenues	22,343	20,086	19,184	20,684	20,986	21,301	21,623	21,940	22,264	22,597	22,937	23,300	23,673
Grants and contributions provided for operating purposes	27,165	31,496	25,785	21,740	20,190	19,631	20,894	20,052	21,426	21,046	22,444	22,111	23,557
Grants and contributions provided for capital purposes	43,952	33,917	29,923	31,783	22,598	12,775	10,969	10,303	9,776	10,847	11,070	11,299	11,534
Interest and investment revenue	1,238	7,085	9,996	8,411	4,368	4,072	4,114	4,383	4,187	4,364	4,518	4,614	4,711
Other Income	6,736	6,392	6,445	6,785	6,949	7,123	7,301	7,476	7,656	7,839	8,027	8,228	8,434
Net gain from the disposal of assets	960	167	402	392	595	622	433	420	351	467	734	524	590
Total income from continuing operations	408,057	425,443	436,057	450,744	448,949	448,956	459,280	468,743	480,420	492,765	506,552	518,788	533,431
Expenses from continuing operations													
Employee benefits and on-costs	134,560	146,153	158,161	170,968	176,187	180,105	183,969	189,711	195,632	201,738	208,035	214,530	221,227
Materials and services	142,766	157,273	170,923	177,082	182,706	178,534	180,792	185,331	189,314	192,583	198,750	204,131	208,963
Borrowing costs	2,624	2,738	2,656	2,436	2,942	2,879	2,955	2,579	2,533	2,527	2,288	2,240	1,996
Depreciation, amortisation and impairment for non-financial assets	45,508	46,821	49,374	52,149	53,854	56,235	56,099	57,439	58,353	59,224	60,881	62,285	63,161
Other expenses	20,969	20,765	22,927	22,100	22,052	22,604	23,169	23,725	24,294	24,877	25,474	26,111	26,764
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	346,427	373,750	404,041	424,735	437,742	440,357	446,984	458,784	470,125	480,949	495,428	509,296	522,110
Operating result - Surplus / (Deficit)	61,630	51,693	32,016	26,008	11,207	8,599	12,296	9,958	10,295	11,816	11,124	9,492	11,320
Operating result before grants and contributions provided for capital purposes	17,678	17,776	2,093	(5,775)	(11,390)	(4,176)	1,328	(345)	519	970	54	(1,807)	(213)

Scenario 1: Delivery Program Model Balance sheet

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
ASSETS													
Current assets													
Cash and cash equivalents	6,697	6,605	10,314	10,569	10,823	11,038	11,578	11,806	12,186	12,347	12,569	13,072	13,228
Investments	150,625	175,623	150,922	128,060	108,753	107,495	108,336	116,050	109,650	114,550	118,750	121,150	123,550
Receivables	24,791	20,844	18,693	19,301	19,709	20,167	20,592	21,028	21,446	21,899	22,363	22,853	23,356
Inventories	397	372	372	384	394	403	413	423	434	444	455	466	478
Prepayments	2,975	3,364	3,364	3,472	3,558	3,647	3,739	3,828	3,920	4,014	4,111	4,213	4,319
Total current assets	185,485	206,808	183,665	161,786	143,236	142,750	144,658	153,135	147,636	153,254	158,248	161,754	164,930
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	1,198	1,231	1,264	1,298	1,334	1,372
Infrastructure, property, plant and equipment	5,218,499	5,413,807	5,548,592	5,712,532	5,838,572	5,948,774	6,058,210	6,164,407	6,289,172	6,402,945	6,525,088	6,650,010	6,783,909
Investment property	6,155	6,320	6,320	6,485	6,650	6,815	6,980	7,145	7,310	7,475	7,640	7,805	7,970
Right of use assets	9,110	7,811	6,470	5,209	3,947	2,686	1,424	163	108	54	-	-	-
Total non-current assets	5,235,531	5,429,628	5,563,072	5,725,827	5,850,664	5,959,664	6,067,894	6,172,913	6,297,821	6,411,738	6,534,026	6,659,149	6,793,251
Total assets	5,421,016	5,636,436	5,746,737	5,887,613	5,993,900	6,102,415	6,212,553	6,326,048	6,445,457	6,564,993	6,692,274	6,820,903	6,958,181

**Scenario 1: Delivery Program Model
Balance sheet (continued)**

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
LIABILITIES													
Current liabilities													
Payables	45,393	47,806	47,910	48,897	49,545	50,290	51,042	51,791	52,560	53,350	54,160	55,016	55,895
Contract Liabilities	24,206	27,619	11,027	3,592	3,652	3,750	3,863	3,976	4,092	4,211	4,334	4,465	4,599
Lease Liabilities	1,238	1,241	1,269	1,307	1,347	1,388	1,430	63	66	70	-	-	-
Borrowings	4,770	3,340	2,098	2,596	1,594	1,883	1,990	1,732	1,821	1,914	2,480	1,766	1,851
Employee benefit provisions	35,553	34,754	34,754	36,799	37,758	38,930	40,139	41,386	42,672	43,998	45,365	46,775	48,229
Provisions	759	1,060	1,060	1,123	1,321	7,892	1,273	1,312	6,171	1,430	6,306	4,654	1,618
Total current liabilities	111,919	115,820	98,117	94,314	95,217	104,134	99,738	100,261	107,382	104,973	112,646	112,676	112,193
Non-current liabilities													
Payables	150	100	50	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	7,466	8,239	10,736	8,738	7,140	7,049	6,958	6,867	6,776	6,685	6,595	6,504	6,413
Lease Liabilities	8,237	6,996	5,673	4,365	3,018	1,630	200	137	70	-	-	-	-
Borrowings	12,538	9,185	7,280	15,134	16,040	14,157	12,167	10,435	8,614	6,700	4,219	2,453	602
Employee benefit provisions	761	1,843	1,843	1,952	2,003	2,066	2,131	2,197	2,266	2,337	2,410	2,485	2,563
Provisions	43,404	45,094	40,465	42,452	44,241	39,607	41,719	43,609	40,769	42,803	39,868	38,718	40,509
Total non-current liabilities	72,556	71,457	66,046	72,640	72,442	64,509	63,174	63,245	58,495	58,525	53,092	50,160	50,087
Total liabilities	184,475	187,277	164,163	166,954	167,659	168,643	162,912	163,505	165,877	163,497	165,737	162,836	162,279
Net assets	5,236,541	5,449,159	5,582,573	5,720,659	5,826,242	5,933,772	6,049,641	6,162,543	6,279,580	6,401,495	6,526,536	6,658,067	6,795,902
EQUITY													
Accumulated Surplus	4,928,924	4,980,559	4,972,878	4,995,172	5,006,070	5,015,521	5,030,240	5,043,069	5,057,129	5,073,053	5,088,980	5,103,491	5,120,780
IPP&E Revaluation Surplus	307,617	468,600	609,695	725,487	820,172	918,250	1,019,400	1,119,474	1,222,450	1,328,442	1,437,556	1,554,577	1,675,122
Total equity	5,236,541	5,449,159	5,582,573	5,720,659	5,826,242	5,933,772	6,049,641	6,162,543	6,279,580	6,401,495	6,526,536	6,658,067	6,795,902

Scenario 1: Delivery Program Model
Cashflow statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
Cash flows from operating activities													
Receipts:													
Rates and annual charges	226,388	234,281	246,410	258,591	268,830	276,728	284,763	292,616	300,639	308,846	317,354	326,388	335,645
User charges and fees	84,398	96,268	102,988	107,755	110,290	112,682	115,353	117,865	120,578	123,363	126,224	129,224	132,355
Interest received	1,182	4,873	9,935	8,401	4,366	4,033	4,077	4,333	4,164	4,317	4,472	4,569	4,664
Grants and contributions	56,687	76,799	56,586	44,446	41,576	32,633	32,095	30,574	31,428	32,127	33,764	33,660	35,357
Bonds, deposits and retentions received	7,098	7,741	9,912	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742
Other	45,656	41,346	41,795	45,186	44,617	43,027	43,764	43,810	46,056	45,810	47,040	47,796	49,061
Payments:													
Payments to employees	(137,235)	(145,037)	(157,774)	(168,477)	(175,018)	(178,676)	(182,495)	(188,191)	(194,065)	(200,123)	(206,369)	(212,811)	(219,455)
Payments for materials and services	(158,507)	(176,928)	(188,643)	(204,599)	(206,018)	(198,794)	(206,400)	(203,512)	(209,698)	(216,833)	(218,388)	(228,776)	(231,828)
Borrowing costs	(1,142)	(1,064)	(1,016)	(664)	(1,084)	(932)	(923)	(771)	(640)	(545)	(446)	(313)	(213)
Bonds, deposits and retentions refunded	(5,466)	(5,571)	(5,571)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)
Other	(28,886)	(22,019)	(20,351)	(21,705)	(21,876)	(22,347)	(22,905)	(23,462)	(24,024)	(24,599)	(25,188)	(25,807)	(26,451)
Net Cash flows from operating activities	90,173	110,689	94,271	68,935	65,682	68,354	67,330	73,261	74,438	72,363	78,464	73,928	79,134

Scenario 1: Delivery Program Model
Cashflow statement (continued)

	Result 2021/22	Result 2022/23	Forecast 2023/24	Budget 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Cash flows from investing activities													
Receipts:													
Sale of investments	338,038	272,227	319,159	323,300	319,100	301,000	306,000	295,700	306,600	298,600	302,300	302,800	303,000
Proceeds from sale of PPE	3,734	2,167	2,732	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
Payments:													
Purchase of investment securities	(352,829)	(297,123)	(319,427)	(300,300)	(299,650)	(299,600)	(306,700)	(303,300)	(300,200)	(303,500)	(306,500)	(305,200)	(305,400)
Payments for PPE	(76,755)	(81,973)	(88,528)	(100,822)	(86,126)	(69,316)	(65,924)	(64,776)	(80,701)	(68,129)	(76,048)	(71,298)	(77,754)
Net Cash flows from investing activities	(87,812)	(104,702)	(86,064)	(75,639)	(63,898)	(65,069)	(63,386)	(69,476)	(72,124)	(70,172)	(76,110)	(70,796)	(77,058)
Cash flows from financing activities													
Receipts:													
Proceeds from borrowings	-	-	-	10,450	2,500	-	-	-	-	-	-	-	-
Payments:													
Repayment of borrowings	(5,018)	(4,783)	(3,147)	(2,098)	(2,596)	(1,594)	(1,883)	(1,990)	(1,732)	(1,821)	(1,914)	(2,480)	(1,766)
Lease liabilities (principal repayments)	(1,269)	(1,238)	(1,231)	(1,269)	(1,307)	(1,347)	(1,388)	(1,430)	(63)	(66)	(70)	-	-
Dividends paid to minority interest	(38)	(58)	(120)	(124)	(127)	(130)	(133)	(136)	(140)	(143)	(146)	(150)	(154)
Net Cash flows from financing activities	(6,325)	(6,079)	(4,498)	6,960	(1,530)	(3,071)	(3,404)	(3,557)	(1,935)	(2,030)	(2,131)	(2,630)	(1,920)
Net change in cash and cash equivalents	(3,964)	(92)	3,709	256	254	215	540	228	379	161	223	502	156
Cash and cash equivalents at beginning of year	10,661	6,697	6,605	10,314	10,569	10,823	11,038	11,578	11,806	12,186	12,347	12,569	13,072
Cash and cash equivalents at end of year	6,697	6,605	10,314	10,569	10,823	11,038	11,578	11,806	12,186	12,347	12,569	13,072	13,228
Investments at year end	140,541	151,332	151,600	128,600	109,150	107,750	108,450	116,050	109,650	114,550	118,750	121,150	123,550
Cash, cash equivalents and investments at end of year	147,238	157,937	161,914	139,169	119,973	118,788	120,028	127,856	121,836	126,896	131,319	134,221	136,778
Net change in cash, cash equivalents and investments		10,699	3,977	(22,744)	(19,196)	(1,185)	1,240	7,828	(6,021)	5,061	4,423	2,902	2,556

Scenario 1: Delivery Program Model
Cash and investments statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
Total Cash and Investments	147,238	157,937	161,914	139,169	119,973	118,788	120,028	127,856	121,836	126,896	131,319	134,221	136,778
Represented by:													
Externally restricted													
Developer Contributions	36,457	43,446	37,105	25,953	15,720	15,971	16,948	18,250	16,531	16,224	15,264	15,152	10,638
Unexpended Grants - not tied to liability	566	597	-	-	-	-	-	-	-	-	-	-	-
Domestic Waste Management	3,401	7,626	9,443	10,943	12,383	13,521	15,663	18,040	6,626	9,499	12,645	16,126	19,803
Other externally restricted reserves	722	618	987	1,061	1,197	181	278	381	490	605	196	324	459
Total Externally restricted	41,146	52,286	47,536	37,957	29,300	29,673	32,889	36,671	23,646	26,328	28,105	31,602	30,901
Internally restricted													
Deposits, Retentions & Bonds	15,380	17,550	17,550	17,550	17,550	17,550	17,550	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	8,430	8,714	9,005	9,303	9,608	9,922
Kimbriki Landfill Remediation	13,597	15,418	17,898	20,245	22,526	24,705	20,466	22,785	25,225	22,975	25,478	23,280	22,755
Unexpended Grants - tied to liability	28,600	31,960	18,865	9,422	7,990	8,058	8,132	8,212	8,297	8,388	8,485	8,588	8,698
Other	15,582	18,794	15,992	12,929	10,590	9,174	9,776	10,573	12,104	12,759	9,536	9,730	9,380
Total Internally restricted	80,184	90,833	77,416	67,508	66,274	67,370	64,077	67,550	71,890	70,676	70,352	68,756	68,304
Total restricted cash	121,330	143,119	124,951	105,464	95,574	97,043	96,967	104,220	95,537	97,004	98,457	100,359	99,205
Total unrestricted cash	25,908	14,818	36,963	33,705	24,399	21,745	23,061	23,636	26,299	29,893	32,862	33,863	37,573

Scenario 1: Delivery Program Model Capital budget statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
Capital Funding													
Working Capital	7,785	16,118	6,127	3,948	538	2,544	2,550	1,557	1,564	1,571	1,578	1,397	1,400
Depreciation	22,098	32,322	34,343	33,042	40,135	41,990	43,154	44,545	45,272	45,470	46,727	47,917	48,950
Capital grants and contributions													
Grants and contributions	29,262	20,265	20,843	24,115	15,400	3,548	3,913	1,913	1,913	1,913	1,913	1,913	1,913
Externally restricted reserves													
- Developer contributions	8,038	8,088	17,222	19,821	15,950	9,219	6,503	7,529	10,028	9,636	10,490	9,848	14,413
- Domestic Waste	-	-	-	-	-	-	-	-	14,048	-	-	-	-
- Other	1,797	2,347	1,667	2,055	2,009	3,156	2,037	2,024	2,012	2,000	2,518	1,976	1,964
Internally restricted reserves													
- Merger savings fund	1,893	343	353	538	343	-	-	-	-	-	-	-	-
- Borrowings	-	-	-	9,935	3,015	-	-	-	-	-	-	-	-
- Other	4,005	1,260	5,242	5,184	5,958	6,012	4,529	4,307	3,688	4,682	8,684	5,345	6,020
Income from sale of assets													
- Plant and equipment	1,995	2,112	2,732	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
Total funding	76,872	82,856	88,528	100,822	86,126	69,316	65,924	64,776	80,701	68,129	76,048	71,298	77,754
Capital Expenditure													
Buildings	21,091	15,413	10,373	27,024	14,839	8,656	8,994	9,922	10,158	10,699	10,964	11,238	11,519
Community Land	-	838	-	-	-	-	-	-	-	-	-	-	-
Furniture & Fittings	730	74	72	169	36	36	36	36	36	36	36	36	36
Land Improvements	-	-	5,828	3,371	2,917	2,940	2,964	1,988	2,014	2,039	2,066	2,095	2,123
Library Books	868	685	718	799	752	771	790	809	829	849	870	892	914
Office Equipment	1,995	2,904	3,161	2,210	2,608	2,500	2,563	2,624	2,687	2,752	2,821	2,891	2,963
Open Space / Recreational	9,387	10,501	19,720	11,779	15,100	9,400	8,492	7,447	10,008	10,349	11,755	8,547	10,041
Other Assets	696	163	391	439	343	-	-	-	-	-	-	-	-
Other Structures	3,419	2,302	2,791	6,532	5,267	3,598	3,941	959	977	995	1,014	1,035	1,057
Plant & Equipment	3,545	3,275	7,955	6,951	8,809	8,956	7,809	7,601	20,118	7,478	12,943	8,401	9,105
Road, Bridges & Footpaths	26,574	24,323	27,916	30,146	25,618	21,689	19,572	21,264	21,556	21,135	21,200	23,346	26,780
Stormwater Drainage	5,505	8,485	8,428	10,122	9,047	9,360	9,532	10,452	10,627	10,856	10,649	11,046	11,399
Swimming Pools	345	1,109	1,175	1,280	791	1,410	1,232	1,675	1,693	941	1,730	1,772	1,817
Other Kimbriki Assets	2,718	12,785	-	-	-	-	-	-	-	-	-	-	-
Total expenditure	76,872	82,856	88,528	100,822	86,126	69,316	65,924	64,776	80,701	68,129	76,048	71,298	77,754

Scenario 1: Delivery Program Model

Statement of borrowings

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

New borrowings are anticipated over the 10 year period of the Long-Term Financial Plan to fund major infrastructure projects. Spreading these costs over a number of years facilitates inter-generational equity and smooths out long term expenditure peaks and troughs, where financially sustainable.

Proposed new borrowings

Financial year	Loan amount	Proposed term	Repayment funding source	Purpose of loan
2024/25 (Year 1)	\$10,450,000	10 years	The funding currently utilised to repay existing loans is sufficient to fund the repayment schedule for this loan as several existing loans are coming to the end of their term.	To assist with the construction of the Warriewood Community Centre.
2025/26 (Year 2)	\$2,500,000	10 years		To assist with the construction of Manly Lifesaving Club and Warringah Recreation Centre.

Loans are proposed to be sourced from authorised financial institutions licensed by the Australian Prudential Regulatory Authority (APRA) to carry on banking business (Authorised Deposit Taking Institutions or NSW Treasury Corporation) and secured over rates income.

Scenario 1: Delivery Program Model Statement of performance measures

OLG Benchmark	Result 2021/22	Result 2022/23	Forecast 2023/24	Budget 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	
Budget Performance														
Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.</i>	> 0%	4.5%	4.5%	0.4%	(1.5%)	(2.8%)	(1.1%)	0.2%	(0.1%)	0.1%	0.1%	(0.1%)	(0.4%)	(0.1%)
		✓	✓	✓	✗	✗	✗	✓	✗	✓	✓	✗	✗	✗
Own Source Operating Revenue Ratio <i>measures fiscal flexibility. It is the degree of reliance on external funding sources.</i>	> 60%	82.5%	84.6%	87.2%	88.1%	90.5%	92.8%	93.1%	93.5%	93.5%	93.5%	93.4%	93.6%	93.4%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Operational Liquidity														
Unrestricted Current Ratio <i>represents a council's ability to meet short-term obligations as they fall due.</i>	> 1.5x	1.90x	1.92x	2.20x	2.19x	2.00x	1.74x	1.87x	1.96x	1.89x	2.03x	1.88x	1.91x	2.01x
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage <i>expressed as a percentage of total rates and charges available for collection in the financial year.</i>	< 5%	3.6%	3.6%	3.5%	3.5%	3.4%	3.5%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%	3.4%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.</i>	> 3mths	5.6mths	6.1mths	5.2mths	4.1mths	3.5mths	3.5mths	3.4mths	3.6mths	3.4mths	3.4mths	3.4mths	3.4mths	3.4mths
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Liability and Debt Management														
Debt Service Cover Ratio <i>measures the availability of operating cash to service loan repayments.</i>	> 2x	7.3x	7.7x	9.3x	10.8x	8.2x	12.3x	12.5x	13.1x	14.4x	14.4x	15.0x	13.3x	17.3x
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Scenario 1: Delivery Program Model
Statement of performance measures (continued)

	OLG Benchmark	Result 2021/22	Result 2022/23	Forecast 2023/24	Budget 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34
Asset Management														
Building and Infrastructure Renewals Ratio	> 100%	112.7%	130.8%	107.4%	99.6%	96.1%	94.6%	93.1%	94.5%	93.6%	91.7%	92.0%	90.4%	89.8%
<i>assesses the rate at which these assets are being renewed against the rate at which they are depreciating.</i>		✔	✔	✔	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘
Infrastructure Backlog Ratio	< 2%	1.53%	1.49%	1.63%	1.62%	1.64%	1.66%	1.68%	1.71%	1.73%	1.75%	1.77%	1.79%	1.80%
<i>ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure.</i>		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Asset Maintenance Ratio	> 100%	100.6%	109.7%	99.6%	92.5%	92.6%	92.6%	92.6%	92.6%	92.6%	92.7%	92.7%	92.7%	92.7%
<i>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.</i>		✔	✔	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘	✘
Cost to bring assets to agreed service level		1.26%	1.22%	1.34%	1.35%	1.36%	1.38%	1.40%	1.43%	1.45%	1.47%	1.49%	1.50%	1.51%
<i>ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure.</i>		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

10.2 Scenario 2: Alternative Model

Scenario 2: Alternative Model Income statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
Income from continuing operations													
Rates and annual charges	225,941	234,424	246,515	259,094	289,966	298,598	307,210	315,676	324,337	333,200	342,382	352,144	362,139
User charges and fees	79,722	91,876	97,807	101,855	104,159	106,420	108,943	111,312	113,875	116,506	119,208	122,047	125,005
Other revenues	22,343	20,086	19,184	20,684	20,989	21,304	21,626	21,943	22,268	22,600	22,941	23,304	23,676
Grants and contributions provided for operating purposes	27,165	31,496	25,785	21,740	20,190	19,631	20,894	20,052	21,426	21,046	22,444	22,111	23,557
Grants and contributions provided for capital purposes	43,952	33,917	29,923	31,783	22,598	12,775	10,969	10,303	9,776	10,847	11,070	11,299	11,534
Interest and investment revenue	1,238	7,085	9,996	8,411	4,420	4,125	4,169	4,440	4,245	4,424	4,580	4,678	4,776
Other Income	6,736	6,392	6,445	6,785	6,949	7,123	7,301	7,476	7,656	7,839	8,027	8,228	8,434
Net gain from the disposal of assets	960	167	402	392	595	622	433	420	351	467	734	524	590
Total income from continuing operations	408,057	425,443	436,057	450,744	469,866	470,598	481,544	491,623	503,934	516,930	531,386	544,334	559,710
Expenses from continuing operations													
Employee benefits and on-costs	134,560	146,153	158,161	170,968	176,187	180,105	183,969	189,711	195,632	201,738	208,035	214,530	221,227
Materials and services	142,766	157,273	170,923	177,082	188,505	184,479	186,886	191,571	195,705	199,128	205,453	211,002	216,007
Borrowing costs	2,624	2,738	2,656	2,436	2,942	2,879	2,955	2,579	2,533	2,527	2,288	2,240	1,996
Depreciation, amortisation and impairment for non-financial assets	45,508	46,821	49,374	52,149	54,983	57,437	57,377	58,796	59,792	60,748	62,494	63,992	64,966
Other expenses	20,969	20,765	22,927	22,100	22,052	22,604	23,169	23,725	24,294	24,877	25,474	26,111	26,764
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	346,427	373,750	404,041	424,735	444,669	447,503	454,357	466,383	477,956	489,018	503,745	517,875	530,959
Operating result - Surplus / (Deficit)	61,630	51,693	32,016	26,008	25,197	23,095	27,187	25,240	25,978	27,911	27,642	26,460	28,751
Operating result before grants and contributions provided for capital purposes	17,678	17,776	2,093	(5,775)	2,600	10,320	16,219	14,937	16,202	17,065	16,572	15,161	17,217

Scenario 2: Alternative Model Balance sheet

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
ASSETS													
Current assets													
Cash and cash equivalents	6,697	6,605	10,314	10,569	12,394	15,337	18,694	21,824	25,189	28,423	31,809	35,569	39,082
Investments	150,625	175,623	150,922	128,060	108,753	107,495	108,336	116,050	109,650	114,550	118,750	121,150	123,550
Receivables	24,791	20,844	18,693	19,301	20,563	21,050	21,500	21,960	22,404	22,883	23,373	23,891	24,424
Inventories	397	372	372	384	394	403	413	423	434	444	455	466	478
Prepayments	2,975	3,364	3,364	3,472	3,558	3,647	3,739	3,828	3,920	4,014	4,111	4,213	4,319
Total current assets	185,485	206,808	183,665	161,786	145,661	147,933	152,683	164,086	161,597	170,315	178,498	185,290	191,852
Non-Current Assets													
Investments	760	678	678	540	397	255	113	-	-	-	-	-	-
Receivables	1,007	1,012	1,012	1,062	1,210	1,251	1,286	1,321	1,357	1,393	1,431	1,471	1,512
Infrastructure, property, plant and equipment	5,218,499	5,413,807	5,548,592	5,712,532	5,850,420	5,972,873	6,094,977	6,214,248	6,352,514	6,480,228	6,616,766	6,756,595	6,905,905
Investment property	6,155	6,320	6,320	6,485	6,650	6,815	6,980	7,145	7,310	7,475	7,640	7,805	7,970
Right of use assets	9,110	7,811	6,470	5,209	3,947	2,686	1,424	163	108	54	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total non-current assets	5,235,531	5,429,628	5,563,072	5,725,827	5,862,624	5,983,880	6,104,781	6,222,877	6,361,289	6,489,151	6,625,838	6,765,872	6,915,388
Total assets	5,421,016	5,636,436	5,746,737	5,887,613	6,008,286	6,131,813	6,257,464	6,386,962	6,522,886	6,659,466	6,804,335	6,951,162	7,107,240

Scenario 2: Alternative Model Balance sheet (continued)

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
LIABILITIES													
Current liabilities													
Payables	45,393	47,806	47,910	48,897	49,795	50,550	51,309	52,065	52,842	53,639	54,458	55,323	56,211
Contract Liabilities	24,206	27,619	11,027	3,592	3,652	3,750	3,863	3,976	4,092	4,211	4,334	4,465	4,599
Lease Liabilities	1,238	1,241	1,269	1,307	1,347	1,388	1,430	63	66	70	-	-	-
Borrowings	4,770	3,340	2,098	2,596	1,594	1,883	1,990	1,732	1,821	1,914	2,480	1,766	1,851
Employee benefit provisions	35,553	34,754	34,754	36,799	37,758	38,930	40,139	41,386	42,672	43,998	45,365	46,775	48,229
Provisions	759	1,060	1,060	1,123	1,321	7,892	1,273	1,312	6,171	1,430	6,306	4,654	1,618
Total current liabilities	111,919	115,820	98,117	94,314	95,467	104,393	100,005	100,535	107,664	105,263	112,944	112,982	112,508
Non-current liabilities													
Payables	150	100	50	-	-	-	-	-	-	-	-	-	-
Contract Liabilities	7,466	8,239	10,736	8,738	7,140	7,049	6,958	6,867	6,776	6,685	6,595	6,504	6,413
Lease Liabilities	8,237	6,996	5,673	4,365	3,018	1,630	200	137	70	-	-	-	-
Borrowings	12,538	9,185	7,280	15,134	16,040	14,157	12,167	10,435	8,614	6,700	4,219	2,453	602
Employee benefit provisions	761	1,843	1,843	1,952	2,003	2,066	2,131	2,197	2,266	2,337	2,410	2,485	2,563
Provisions	43,404	45,094	40,465	42,452	44,241	39,607	41,719	43,609	40,769	42,803	39,868	38,718	40,509
Total non-current liabilities	72,556	71,457	66,046	72,640	72,442	64,509	63,174	63,245	58,495	58,525	53,092	50,160	50,087
Total liabilities	184,475	187,277	164,163	166,954	167,909	168,902	163,179	163,780	166,159	163,787	166,035	163,142	162,595
Net assets	5,236,541	5,449,159	5,582,573	5,720,659	5,840,377	5,962,910	6,094,285	6,223,183	6,356,727	6,495,678	6,638,300	6,788,019	6,944,645
EQUITY													
Accumulated Surplus	4,928,924	4,980,559	4,972,878	4,995,172	5,019,796	5,043,741	5,073,353	5,101,464	5,131,210	5,163,230	5,195,677	5,227,157	5,261,880
IPP&E Revaluation Surplus	307,617	468,600	609,695	725,487	820,581	919,169	1,020,932	1,121,718	1,225,517	1,332,449	1,442,623	1,560,862	1,682,765
Total equity	5,236,541	5,449,159	5,582,573	5,720,659	5,840,377	5,962,910	6,094,285	6,223,183	6,356,727	6,495,678	6,638,300	6,788,019	6,944,645

Scenario 2: Alternative Model Cashflow statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
Cash flows from operating activities													
Receipts:													
Rates and annual charges	226,388	234,281	246,410	258,591	288,836	298,285	306,943	315,412	324,066	332,922	342,096	351,839	361,826
User charges and fees	84,398	96,268	102,988	107,755	110,290	112,682	115,353	117,865	120,578	123,363	126,224	129,224	132,355
Interest received	1,182	4,873	9,935	8,401	4,293	4,082	4,129	4,386	4,218	4,373	4,530	4,628	4,725
Grants and contributions	56,687	76,799	56,586	44,446	41,576	32,633	32,095	30,574	31,428	32,127	33,764	33,660	35,357
Bonds, deposits and retentions received	7,098	7,741	9,912	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742	7,742
Other	45,656	41,346	41,795	45,186	46,370	44,830	45,619	45,716	48,014	47,822	49,109	49,923	51,249
Payments:													
Payments to employees	(137,235)	(145,037)	(157,774)	(168,477)	(175,018)	(178,676)	(182,495)	(188,191)	(194,065)	(200,123)	(206,369)	(212,811)	(219,455)
Payments for materials and services	(158,507)	(176,928)	(188,643)	(204,599)	(213,566)	(206,530)	(214,336)	(211,646)	(218,035)	(225,377)	(227,145)	(237,760)	(241,044)
Borrowing costs	(1,142)	(1,064)	(1,016)	(664)	(1,084)	(932)	(923)	(771)	(640)	(545)	(446)	(313)	(213)
Bonds, deposits and retentions refunded	(5,466)	(5,571)	(5,571)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)	(7,742)
Other	(28,886)	(22,019)	(20,351)	(21,705)	(21,876)	(22,347)	(22,905)	(23,462)	(24,024)	(24,599)	(25,188)	(25,807)	(26,451)
Net Cash flows from operating activities	90,173	110,689	94,271	68,935	79,820	84,027	83,480	89,882	91,541	89,963	96,575	92,582	98,349

Scenario 2: Alternative Model Cashflow statement (continued)

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
Cash flows from investing activities													
Receipts:													
Sale of investments	338,038	272,227	319,159	323,300	319,100	301,000	306,000	295,700	306,600	298,600	302,300	302,800	303,000
Proceeds from sale of PPE	3,734	2,167	2,732	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
Payments:													
Purchase of investment securities	(352,829)	(297,123)	(319,427)	(300,300)	(299,650)	(299,600)	(306,700)	(303,300)	(300,200)	(303,500)	(306,500)	(305,200)	(305,400)
Payments for PPE	(76,755)	(81,973)	(88,528)	(100,822)	(98,693)	(82,260)	(79,257)	(78,495)	(94,818)	(82,656)	(90,996)	(86,694)	(93,612)
Net Cash flows from investing activities	(87,812)	(104,702)	(86,064)	(75,639)	(76,465)	(78,013)	(76,719)	(83,195)	(86,241)	(84,698)	(91,058)	(86,192)	(92,916)
Cash flows from financing activities													
Receipts:													
Proceeds from borrowings	-	-	-	10,450	2,500	-	-	-	-	-	-	-	-
Payments:													
Repayment of borrowings	(5,018)	(4,783)	(3,147)	(2,098)	(2,596)	(1,594)	(1,883)	(1,990)	(1,732)	(1,821)	(1,914)	(2,480)	(1,766)
Lease liabilities (principal repayments)	(1,269)	(1,238)	(1,231)	(1,269)	(1,307)	(1,347)	(1,388)	(1,430)	(63)	(66)	(70)	-	-
Dividends paid to minority interest	(38)	(58)	(120)	(124)	(127)	(130)	(133)	(136)	(140)	(143)	(146)	(150)	(154)
Net Cash flows from financing activities	(6,325)	(6,079)	(4,498)	6,960	(1,530)	(3,071)	(3,404)	(3,557)	(1,935)	(2,030)	(2,131)	(2,630)	(1,920)
Net change in cash and cash equivalents	(3,964)	(92)	3,709	256	1,824	2,943	3,357	3,129	3,365	3,234	3,386	3,760	3,512
Cash and cash equivalents at beginning of year	10,661	6,697	6,605	10,314	10,569	12,394	15,337	18,694	21,824	25,189	28,423	31,809	35,569
Cash and cash equivalents at end of year	6,697	6,605	10,314	10,569	12,394	15,337	18,694	21,824	25,189	28,423	31,809	35,569	39,082
Investments at year end	140,541	151,332	151,600	128,600	109,150	107,750	108,450	116,050	109,650	114,550	118,750	121,150	123,550
Cash, cash equivalents and investments at end of year	147,238	157,937	161,914	139,169	121,543	123,087	127,144	137,874	134,839	142,973	150,559	156,719	162,632
Net change in cash, cash equivalents and investments		10,699	3,977	(22,744)	(17,626)	1,543	4,057	10,729	(3,035)	8,134	7,586	6,160	5,912

Scenario 2: Alternative Model

Cash and investments statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
Total Cash and Investments	147,238	157,937	161,914	139,169	121,543	123,087	127,144	137,874	134,839	142,973	150,559	156,719	162,632
Represented by:													
Externally Restricted													
Developer Contributions	36,457	43,446	37,105	25,953	15,720	15,971	16,948	18,250	16,531	16,224	15,264	15,152	10,638
Unexpended Grants - not tied to liability	566	597	-	-	-	-	-	-	-	-	-	-	-
Domestic Waste Management	3,401	7,626	9,443	10,943	12,383	13,521	15,663	18,040	6,626	9,499	12,645	16,126	19,803
Other externally restricted reserves	722	618	987	1,061	1,197	181	278	381	490	605	196	324	459
Total Externally Restricted	41,146	52,286	47,536	37,957	29,300	29,673	32,889	36,671	23,646	26,328	28,105	31,602	30,901
Internally Restricted													
Deposits, Retentions & Bonds	15,380	17,550	17,550	17,550	17,550	17,550	17,550	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	8,430	8,714	9,005	9,303	9,608	9,922
Kimbriki Landfill Remediation	13,597	15,418	17,898	20,245	22,526	24,705	20,466	22,785	25,225	22,975	25,478	23,280	22,755
Unexpended Grants - tied to liability	28,600	31,960	18,865	9,422	7,990	8,058	8,132	8,212	8,297	8,388	8,485	8,588	8,698
Other	15,582	18,794	15,992	12,929	10,590	9,174	9,776	10,573	12,104	12,759	9,536	9,730	9,380
Total Internally Restricted	80,184	90,833	77,416	67,508	66,274	67,370	64,077	67,550	71,890	70,676	70,352	68,756	68,304
Total Restricted Cash	121,330	143,119	124,951	105,464	95,574	97,043	96,967	104,220	95,537	97,004	98,457	100,359	99,205
Total Unrestricted Cash	25,908	14,818	36,963	33,705	25,969	26,044	30,177	33,653	39,302	45,970	52,103	56,360	63,427

Scenario 2: Alternative Model Capital budget statement

	Result 2021/22 \$ '000	Result 2022/23 \$ '000	Forecast 2023/24 \$ '000	Budget 2024/25 \$ '000	Year 2 2025/26 \$ '000	Year 3 2026/27 \$ '000	Year 4 2027/28 \$ '000	Year 5 2028/29 \$ '000	Year 6 2029/30 \$ '000	Year 7 2030/31 \$ '000	Year 8 2031/32 \$ '000	Year 9 2032/33 \$ '000	Year 10 2033/34 \$ '000
Capital Funding													
Working Capital	7,785	16,118	6,127	3,948	538	2,544	2,550	1,557	1,564	1,571	1,578	1,397	1,400
Depreciation	22,098	32,322	34,343	33,042	40,135	41,990	43,154	44,545	45,272	45,470	46,727	47,917	48,950
Capital grants and contributions													
Grants and contributions	29,262	20,265	20,843	24,115	15,400	3,548	3,913	1,913	1,913	1,913	1,913	1,913	1,913
Externally restricted reserves													
- Developer contributions	8,038	8,088	17,222	19,821	15,950	9,219	6,503	7,529	10,028	9,636	10,490	9,848	14,413
- Domestic Waste	-	-	-	-	-	-	-	-	14,048	-	-	-	-
- Other	1,797	2,347	1,667	2,055	2,009	3,156	2,037	2,024	2,012	2,000	2,518	1,976	1,964
Internally restricted reserves													
- Merger savings fund	1,893	343	353	538	343	-	-	-	-	-	-	-	-
- Borrowings	-	-	-	9,935	3,015	-	-	-	-	-	-	-	-
- Other	4,005	1,260	5,242	5,184	5,958	6,012	4,529	4,307	3,688	4,682	8,684	5,345	6,020
Income from sale of assets													
- Plant and equipment	1,995	2,112	2,732	2,183	2,778	2,847	3,238	2,900	2,177	2,857	4,138	2,902	3,095
Total funding	76,872	82,856	88,528	100,822	86,126	69,316	65,924	64,776	80,701	68,129	76,048	71,298	77,754
Capital Expenditure													
Buildings	21,091	15,413	10,373	27,024	17,214	11,102	11,513	12,514	12,825	13,444	13,788	14,147	14,515
Community Land	-	838	-	-	-	-	-	-	-	-	-	-	-
Furniture & Fittings	730	74	72	169	36	36	36	36	36	36	36	36	36
Land Improvements	-	-	5,828	3,371	2,917	2,940	2,964	1,988	2,014	2,039	2,066	2,095	2,123
Library Books	868	685	718	799	752	771	790	809	829	849	870	892	914
Office Equipment	1,995	2,904	3,161	2,210	2,608	2,500	2,563	2,624	2,687	2,752	2,821	2,891	2,963
Open Space / Recreational	9,387	10,501	19,720	11,779	15,646	9,963	9,072	8,044	10,622	10,981	12,405	9,216	10,731
Other Assets	696	163	391	439	343	-	-	-	-	-	-	-	-
Other Structures	3,419	2,302	2,791	6,532	7,822	6,229	6,652	3,748	3,847	3,948	4,053	4,165	4,281
Plant & Equipment	3,545	3,275	7,955	6,951	8,809	8,956	7,809	7,601	20,118	7,478	12,943	8,401	9,105
Road, Bridges & Footpaths	26,574	24,323	27,916	30,146	29,785	25,981	23,992	25,812	26,237	25,952	26,156	28,451	32,038
Stormwater Drainage	5,505	8,485	8,428	10,122	11,018	11,390	11,623	12,604	12,841	13,135	12,993	13,461	13,886
Swimming Pools	345	1,109	1,175	1,280	1,744	2,392	2,243	2,715	2,764	2,043	2,864	2,940	3,020
Other Kimbriki Assets	2,718	12,785	-	-	-	-	-	-	-	-	-	-	-
Total expenditure	76,872	82,856	88,528	100,822	98,693	82,260	79,257	78,495	94,818	82,656	90,996	86,694	93,612

Scenario 2: Alternative Model Statement of borrowings

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

New borrowings are anticipated over the 10 year period of the Long-Term Financial Plan to fund major infrastructure projects. Spreading these costs over a number of years facilitates inter-generational equity and smooths out long term expenditure peaks and troughs, where financially sustainable.

Proposed new borrowings

Financial year	Loan amount	Proposed term	Repayment funding source	Purpose of loan
2024/25 (Year 1)	\$10,450,000	10 years	The funding currently utilised to repay existing loans is sufficient to fund the repayment schedule for this loan as several existing loans are coming to the end of their term.	To assist with the construction of the Warriewood Community Centre.
2025/26 (Year 2)	\$2,500,000	10 years		To assist with the construction of Manly Lifesaving Club and Warringah Recreation Centre.

Loans are proposed to be sourced from authorised financial institutions licensed by the Australian Prudential Regulatory Authority (APRA) to carry on banking business (Authorised Deposit Taking Institutions or NSW Treasury Corporation) and secured over rates income.

Scenario 2: Alternative Model Statement of performance measures

OLG Benchmark	Result 2021/22	Result 2022/23	Forecast 2023/24	Budget 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	
Budget Performance														
Operating Performance Ratio <i>measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.</i>	> 0%	4.5%	4.5%	0.4%	(1.5%)	0.5%	2.1%	3.4%	3.0%	3.2%	3.3%	3.1%	2.8%	3.1%
		✔	✔	✔	✘	✔	✔	✔	✔	✔	✔	✔	✔	✔
Own Source Operating Revenue <i>measures fiscal flexibility. It is the degree of reliance on external funding sources.</i>	> 60%	82.5%	84.6%	87.2%	88.1%	90.9%	93.1%	93.4%	93.8%	93.8%	93.8%	93.7%	93.9%	93.7%
		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Operational Liquidity														
Unrestricted Current Ratio <i>represents a council's ability to meet short-term obligations as they fall due.</i>	> 1.5x	1.90x	1.92x	2.20x	2.19x	2.04x	1.81x	2.00x	2.13x	2.09x	2.30x	2.16x	2.24x	2.40x
		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Rates, Annual Charges, Interest & Extra Charges <i>expressed as a percentage of total rates and charges available for collection in the financial year.</i>	< 5%	3.6%	3.6%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Cash Expense Cover Ratio <i>liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.</i>	> 3mths	5.6mths	6.1mths	5.2mths	4.1mths	3.5mths	3.5mths	3.6mths	3.8mths	3.6mths	3.7mths	3.9mths	3.9mths	4.0mths
		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Liability and Debt Management														
Debt Service Cover Ratio <i>measures the availability of operating cash to service loan repayments.</i>	> 2x	7.3x	7.7x	9.3x	10.8x	10.9x	15.8x	15.8x	16.7x	18.4x	18.5x	19.4x	17.2x	22.4x
		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

Scenario 2: Alternative Model Statement of performance measures (continued)

OLG Benchmark	Result 2021/22	Result 2022/23	Forecast 2023/24	Budget 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4 2027/28	Year 5 2028/29	Year 6 2029/30	Year 7 2030/31	Year 8 2031/32	Year 9 2032/33	Year 10 2033/34	
Asset Management														
Building and Infrastructure Renewal <i>assesses the rate at which these assets are being renewed against the rate at which they are depreciating.</i>	> 100%	112.7%	130.8%	107.4%	99.6%	124.2%	122.2%	120.6%	121.8%	120.8%	118.7%	118.9%	117.3%	116.6%
		✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
Infrastructure Backlog Ratio <i>ratio shows what proportion the infrastructure backlog is against the total net carrying amount of a council's infrastructure.</i>	< 2%	1.53%	1.49%	1.63%	1.62%	1.57%	1.52%	1.48%	1.44%	1.41%	1.37%	1.34%	1.31%	1.28%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Asset Maintenance Ratio <i>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.</i>	> 100%	100.6%	109.7%	99.7%	92.5%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cost to bring assets to agreed service level <i>ratio shows what proportion the infrastructure backlog is against the total gross replacement cost of a council's infrastructure.</i>		1.26%	1.22%	1.34%	1.35%	1.31%	1.27%	1.24%	1.22%	1.19%	1.17%	1.15%	1.12%	1.10%
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

11. Performance monitoring

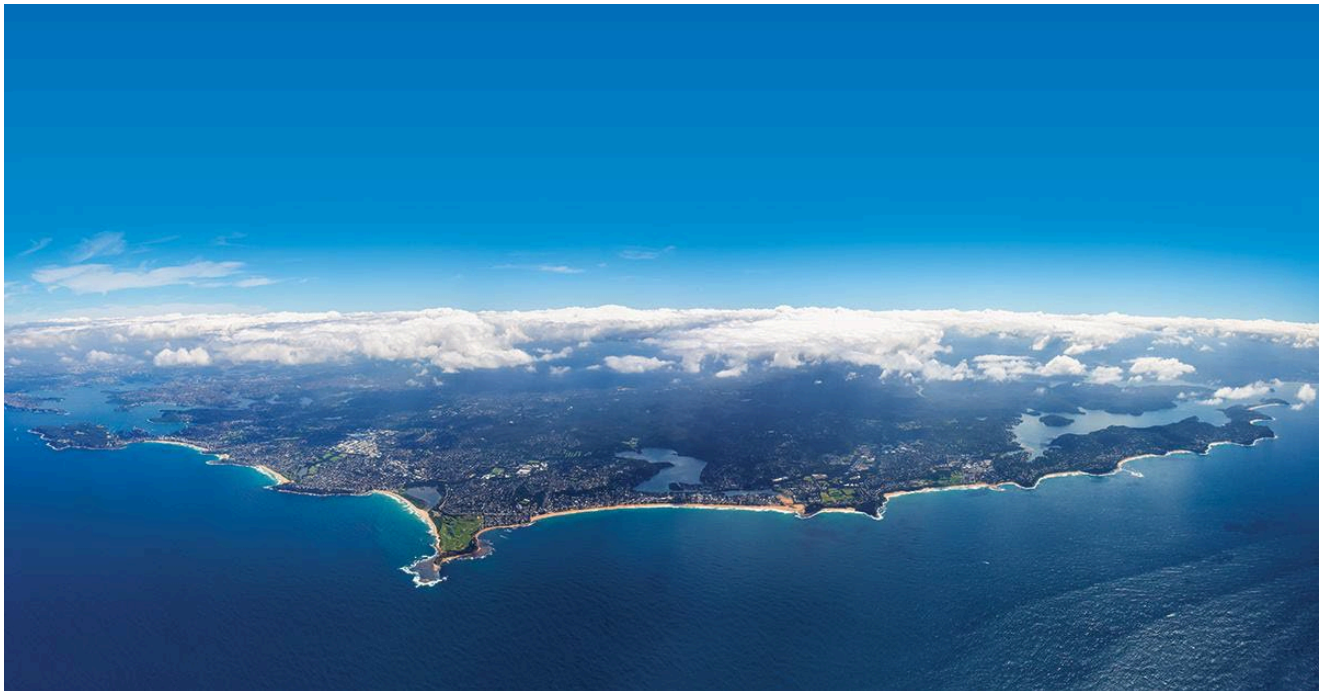
Council monitors its performance against financial health check performance indicators. The statement of performance measures is in accordance with Local Government Code of Accounting Practice and Financial Reporting and the benchmarks set by the NSW Office of Local Government.

Indicator	Measure	Definition	Benchmarks
Operating Performance Ratio	Measures a council's ability to contain operating expenditure within operating revenue.	Operating revenue (excluding capital grants and contributions less operating expenses)/Operating revenue (excluding capital grants and contributions)	> 0%
Own Source Operating Revenue Ratio	Measures the level of a council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.	Total operating revenue (inclusive of capital grants and contributions) / Total operating revenue	> 60%
Unrestricted Current Ratio	This ratio is specific to local government and is designed to assess the adequacy of working capital and the ability to satisfy obligations in the short term for unrestricted activities of council.	Current assets less all external restrictions/current liabilities less specific purpose liabilities	> 1.5x
Rates and Annual Charges Outstanding Percentage	To assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	Rates, Annual and Extra Charges Outstanding / Rates, Annual and Extra Charges Collectible	< 5.0%
Cash Expense Cover Ratio	This liquidity ratio indicates the number of months a council can continue to pay for its immediate expenses without additional cash inflow.	Current year's cash and cash equivalents/Payments from cashflow of operating and financing activities multiplied by 12	> 3 months

Indicator	Measure	Definition	Benchmarks
Debt Service Cover Ratio	The availability of operating cash to service debt including interest, principal and lease payments.	Operating Result before capital grants excluding interest and depreciation / Principal Repayments (from the Statement of Cash Flows + Borrowing Interest Costs (from the Income Statement)	> 2x
Building and Infrastructure Renewals Ratio	Compares the proportion spent on infrastructure asset renewals and the assets deterioration.	Asset renewals/Depreciation of building and infrastructure assets	> 100%
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against total value of a council's infrastructure.	Estimated cost to bring assets to a satisfactory condition/total infrastructure assets (carrying value)	< 2%
Asset Maintenance Ratio	Compares actual versus required annual asset maintenance.	Actual maintenance / Required asset maintenance	> 100%
Cost to Bring Assets to Agreed Service Level	This ratio shows what proportion the backlog is against total replacement value of a council's infrastructure.	Estimated cost to bring assets to a satisfactory condition/total infrastructure assets (replacement cost)	N/A



Asset Management Plan 2024-2034



Document Control			
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Prepared by	Manager, Asset Strategy & Planning Senior Asset Officer – Building Assets Team Leader, Stormwater Operations & Planning Engineer Stormwater Assets Senior Engineer - Roads
Reviewed by Asset Managers and Finance	Manager, Park Assets - Planning Design & Delivery Manager, Stormwater & Floodplain Engineering Manager, Transport & Civil Infrastructure Assets Manager, Building Assets - Planning, Design & Delivery Team Leader, Financial Planning & Assets Manager, Asset Strategy & Planning
Reviewed by Asset Owner and Finance	Executive Manager Parks & Recreation Executive Manager Environment & Climate Change Executive Manager Transport & Civil Infrastructure Executive Manager Property Executive Manager Financial Planning & Systems
Reviewed by Asset Director	Director Environment & Sustainability A/ Director Transport & Civil Infrastructure
Approved by	Strategic Asset Management Panel (SAMP)

Rev No.	Date	Changes	Author/Approver
Draft	16/9/2021	First draft for review	Manager, Asset Strategy, Planning & Performance
1.0	19/10/2021	Review by Strategic Asset Management Panel	Business Operations Coordinator
2.0	19/4/2022 26/4/2022	Endorsed by Strategic Asset Management Panel Recommended to Council for public exhibition	Senior Asset Planning Officer
2.1	28/6/2022	Recommended to Council for adoption	Senior Asset Planning Officer
Draft	16/4/2024	Draft finalised for 2024 review	Manager, Asset Strategy & Planning
3.0	17/4/2024	Endorsed by Strategic Asset Management Panel Recommended to Council for public exhibition	SAMP

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1. Executive Summary

1.1 Overview

Infrastructure assets are an integral part of the Northern Beaches communities' way of life. They provide transport links for people to get around, recreational activities for our community, ensure properties and people are safe from flooding and our waterways are healthy, and provide meeting places and essential community facilities.

Council is the custodian of \$3.45 billion¹ of infrastructure assets, including buildings, roads, footpaths, stormwater drainage, swimming pools, bridges, wharves, playgrounds, sports fields, seawalls and other built infrastructure located on Council land. As the custodian, Council is responsible for operating, maintaining and delivering its existing and new assets now and in the future, and ensuring there is adequate provisions and resources to do so. It is important that our assets are managed effectively and efficiently to provide the community's expected level of service and maximise the benefit of these assets to the community.

Asset management is a 'whole of life' approach to ensure the delivery of assets to the community in a sustainable manner. Good asset management maintains an understanding of the cost, risk and performance considerations in the short, medium and long-term, when making decisions regarding community owned infrastructure assets.

This Asset Management Plan (AMP) focuses on Council's infrastructure assets, explains how we manage our infrastructure assets, sets out our 10-year investment into our infrastructure, and discusses the considerations between risk, performance and cost across our asset portfolio. It does not include any aspirational programs or projects.

1.2 Our Assets

Council manages its infrastructure assets through four Business Units:

- **Transport and Civil Infrastructure** - manages roads, kerb and gutter, footpaths, cycleways, bridges, car parks, wharves, tidal pools and other built infrastructure which lies within the road reserve (e.g. retaining walls).
- **Environment and Climate Change** - manages stormwater assets including pipes, pits, water quality devices, gross pollutant traps and detention basins.
- **Parks and Recreation** - manages open space and recreational assets, including playgrounds, sportsfields, rock pools, sea walls and other built infrastructure which lies within a council reserve (e.g. retaining walls, pedestrian bridges, walkways).
- **Property** - manages our building portfolio which covers community centres, sporting buildings and amenities, surf clubs, public amenities, aquatic centres and swimming pools.

We have \$3.45 billion of infrastructure assets across the Local Government Area (LGA) shown in Table 1 below. The value of our infrastructure assets has increased since FY 21/22 from \$3.16 billion² due to:

- Full revaluing of Other Open Space/Recreational assets, Other Infrastructure and Swimming Pools asset portfolio in FY 22/23 where the value of this portfolio has increased by \$46 million,
- Desktop revaluation of other infrastructure assets in FY 22/23 where the value has increased by \$147 million, and
- Newly constructed infrastructure assets across the LGA which are owned and managed by Council.

¹ Gross replacement cost, as reported in Council's *Financial Statements for the Year Ended 30 June 2023*

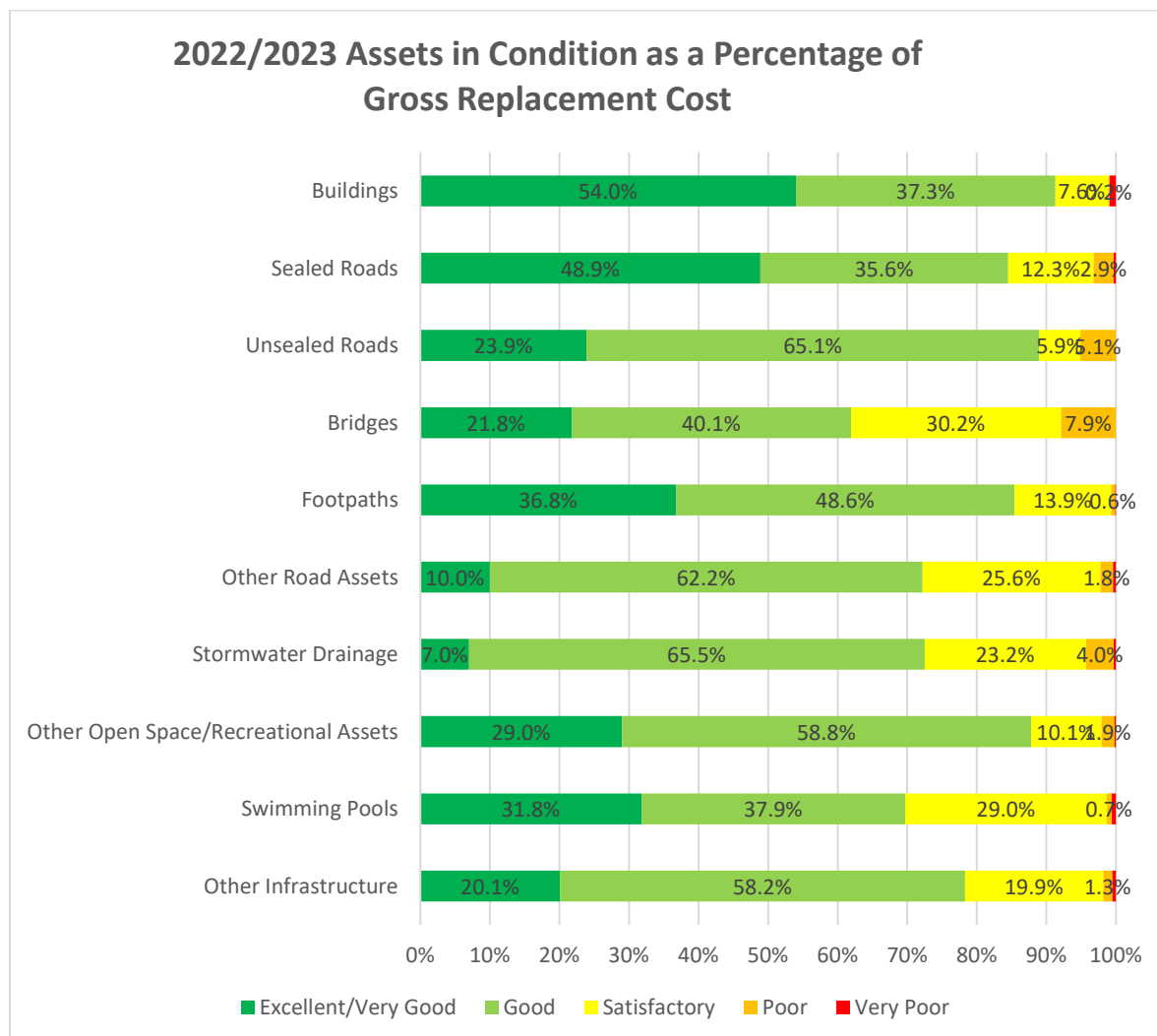
² Gross replacement cost, as reported in Council's *Financial Statements for the Year Ended 30 June 2022*

Table 1: Summary of Infrastructure Asset Financial Values – as at 30 June 2023

Infrastructure Asset	Gross Replacement Cost (million)	Accumulated Depreciation (million)	Written Down Value (million)
Roads	\$610.78	\$77.11	\$533.67
Roads – Sealed	\$587.13	\$74.68	\$512.45
Roads – Unsealed	\$2.17	\$0.29	\$1.87
Retaining Walls	\$21.48	\$2.13	\$19.35
Footpaths	\$141.97	\$14.76	\$127.21
Other Road Assets	\$291.61	\$47.42	\$244.19
Car Parks	\$39.32	\$6.84	\$32.47
Kerb and Gutter	\$196.19	\$32.20	\$163.99
Traffic Devices	\$38.55	\$6.16	\$32.39
Other Road Infrastructure	\$17.56	\$2.22	\$15.34
Stormwater	\$1,110.45	\$199.50	\$910.95
Pipes	\$798.03	\$155.99	\$642.04
Pits	\$189.47	\$26.50	\$162.96
Culverts	\$84.72	\$10.72	\$74.00
Open Channels	\$17.58	\$4.12	\$13.47
Water Quality Devices	\$18.58	\$2.10	\$16.48
Other Stormwater Infrastructure	\$2.07	\$0.07	\$2.00
Buildings	\$804.50	\$223.23	\$581.27
Other Infrastructure	\$266.72	\$39.18	\$227.54
Retaining Walls – Reserves	\$80.85	\$11.79	\$69.06
Pedestrian Bridges	\$13.62	\$1.42	\$12.19
Wharves	\$28.78	\$9.89	\$18.88
Other	\$143.47	\$16.08	\$127.41
Open Space Assets	\$159.47	\$18.88	\$140.59
Sportsfields	\$75.57	\$9.06	\$66.51
Pathways	\$29.02	\$3.01	\$26.01
Playgrounds	\$24.09	\$3.75	\$20.34
Other	\$30.79	\$3.06	\$27.73
Swimming Pools	\$47.31	\$8.01	\$39.30
Bridges	\$17.42	\$3.86	\$13.56
TOTAL INFRASTRUCTURE	\$3,450.24	\$631.96	\$2,818.28

The proportion of Council's total asset portfolio in less than satisfactory condition equates to 2.7% of the portfolio value based on Gross Replacement Cost as per the 2022/23 Special Schedule Report on Infrastructure within the 2022/23 Financial Statements). This is composed of 2.3% of assets in Poor condition and 0.4% of assets in Very Poor Condition, as shown in Figure 1 below.

Figure 1 Assets in Condition as Percentage of Gross Replacement Cost (GRC)



The Lifecycle Management Plan for each asset category details the condition of assets and the way Council manages the risk associated with the condition of these assets. Whilst some critical assets in condition 4 and 5 exist, they are typically included in asset renewal programs and regularly inspected/monitored or closed to public access to manage risk.

1.3 The Impact of Our Infrastructure

An infrastructure backlog refers to work yet to occur to renew assets that are currently in very poor or poor condition. Without addressing the backlog, these assets would be at risk of further deterioration and would fail to deliver the community's expected level of service, as well as costing Council more to remediate failed assets.

We consider the Infrastructure Backlog or the cost to 'Bring to Satisfactory' (BTS) standard, as described by the Office of Local Government, as the cost to bring poor and very poor condition assets back to 'satisfactory' condition. This figure is reported annually in our Financial Statements.

To calculate the BTS figure³, we consider the following:

- To bring a poor (condition 4) asset up to 'satisfactory' condition (condition 3) = 40% of the Gross Replacement Cost of the asset
- To bring a very poor (condition 5) asset up to 'satisfactory' condition (condition 3) = 70% of the Gross Replacement Cost of the asset

As at 30 June 2023, our infrastructure backlog is \$42.46 million (1.51% of the assets' net carrying amount)⁴. However, the December 2023 Road Condition Survey has increased this backlog to \$46.64 million with a BTS of 1.65%. This is an increase from FY 21/22 where the backlog was reported as \$40.3 million (1.53% of the assets' net carrying amount)⁵. Additionally, the December 2023 Road Condition Survey has identified an additional \$4.17m road wearing course assets in condition 4 or 5, increasing the infrastructure backlog to \$50.8M.

Assets that have been identified as in poor or very poor condition are generally included within Council's forward works capital programs in this AMP for renewal or disposal.

To address this growing backlog, additional funding requirements are highlighted in Section 11 Unfunded Programs in this AMP, and are discussed further in each of the four sub-Asset Management Plans in the *Summary of Emerging Issues* (Section 4) and *Unfunded Programs* (Section 5).

1.4 Infrastructure Benchmarking

This infrastructure backlog of 1.65% is not unique to NBC; most Councils experience varying levels of backlog over time. NBC recently undertook a benchmarking exercise of a representative group of Councils looking at costs to bring assets to a satisfactory condition, estimated required and actual maintenance, and asset condition as a percentage of Gross Replacement Cost.

The benchmark data contained within this report was obtained from a combination of on-site data capture performed by consultants Asset Technologies Pacific (ATP) and information which has been published by local Government Councils. Benchmark data has been provided to compare the cost to bring the assets to a satisfactory standard, cost to achieve agreed level of service, estimated required maintenance and actual maintenance spend.

A minimum of six metropolitan Councils was used for each benchmark and at least two thirds are in close proximity to the coast, where environmental conditions may impact the life expectancy of the built assets and infrastructure. The sample Councils adopt a similar methodology to that used by Northern Beaches Council in defining and costing built assets and infrastructure.

The overall weighted average cost to bring to satisfactory (backlog) for the benchmarked Councils was 3.02%, which is slightly higher than the NBC current BTS of 1.65% indicating that whilst we currently have a growing backlog, this is materially within an acceptable range of the benchmarked Councils, and currently less than the 2% benchmark set by the Office of Local Government.

Table 2 below shows the ratio figures for the benchmarked Councils, showing the *Cost to Bring to Satisfactory* calculated as average weighted cost data represented as a percentage of the Net Carrying Amount value for each asset class.

³ Methodology for BTS included in TRIM 2020/477940

⁴ As reported in Council's *Financial Statements for the Year Ended 30 June 2023*

⁵ As reported in Council's *Financial Statements for the Year Ended 30 June 2022*

Table 2 – Benchmarked Average Cost Data as a Percentage of Net Carrying Amount

Asset Class – Benchmarked Councils	Cost to Bring Assets to Satisfactory (Percentage of Net Carrying Amount)	Cost to Bring to Agreed Level of Service (Percentage of Net Carrying Amount)	Estimated Required Maintenance (Percentage of Gross Replacement Cost)	Actual Maintenance (Percentage of Gross Replacement Cost)	Net Carrying Amount (Percentage of Gross Replacement Cost)
Buildings	1.84%	2.47%	1.77%	1.82%	63.56%
Roads	3.35%	2.11%	0.96%	0.96%	71.37%
Stormwater	2.45%	1.60%	0.32%	0.34%	61.42%
Open Space	2.81%	2.35%	4.62%	5.50%	65.57%
Other Structures/Infrastructure	7.08%	3.54%	1.32%	1.16%	63.00%
TOTAL	3.02%	2.15%	1.25%	1.31%	67.69%

The Northern Beaches Council ratio figures as shown in Table 3 below.

Table 3 – NBC Cost Data as a Percentage of Net Carrying Amount (As at 30 June 2023)

Asset Class – Northern Beaches Council	Cost to Bring Assets to Satisfactory (Percentage of Net Carrying Amount)	Cost to Bring to Agreed Level of Service (Percentage of Net Carrying Amount)	Estimated Required Maintenance (Percentage of Gross Replacement Cost)	Actual Maintenance (Percentage of Gross Replacement Cost)	Net Carrying Amount (Percentage of Gross Replacement Cost)
Buildings	1.01%	1.01%	1.76%	2.20%	72.25%
Roads	1.35%	1.35%	1.28%	1.49%	86.52%
Stormwater	2.21%	2.21%	0.38%	0.29%	82.03%
Open Space	1.01%	1.01%	3.12%	3.29%	87.00%
Other Structures/Infrastructure	0.97%	0.97%	1.78%	1.44%	85.31%
TOTAL	1.51%	1.51%	1.25%	1.37%	81.68%

Benchmarked Asset Condition

Assets in Condition 4 (Poor) or Condition 5 (Very Poor) are used to determine the level of infrastructure backlog. Table 4 below shows the weighted average condition based on total asset replacement value for each asset class, to identify the average cost for each condition level as a percentage of gross replacement cost.

Table 4 – Benchmarked Asset Condition as a Percentage of Gross Replacement Cost (Averaged)

Asset Class – Benchmarked Councils	Condition 1 Excellent	Condition 2 Good	Condition 3 Satisfactory	Condition 4 Poor	Condition 5 Very Poor
Buildings	25.6%	26.7%	42.5%	4.2%	1.0%
Roads	22.4%	32.3%	36.5%	7.6%	1.3%
Stormwater	25.2%	35.2%	34.3%	3.7%	1.6%
Open Space	22.5%	34.5%	35.9%	6.5%	0.6%
Other Infrastructure	23.5%	25.2%	32.3%	15.2%	3.7%
TOTAL	23.5%	31.7%	37.0%	6.5%	1.3%

The NBC Condition figures reported as at 30 June 2023 are shown in table 5 below.

Table 5 – NBC Asset Condition as a Percentage of Gross Replacement Cost (As at 30 June 2023)

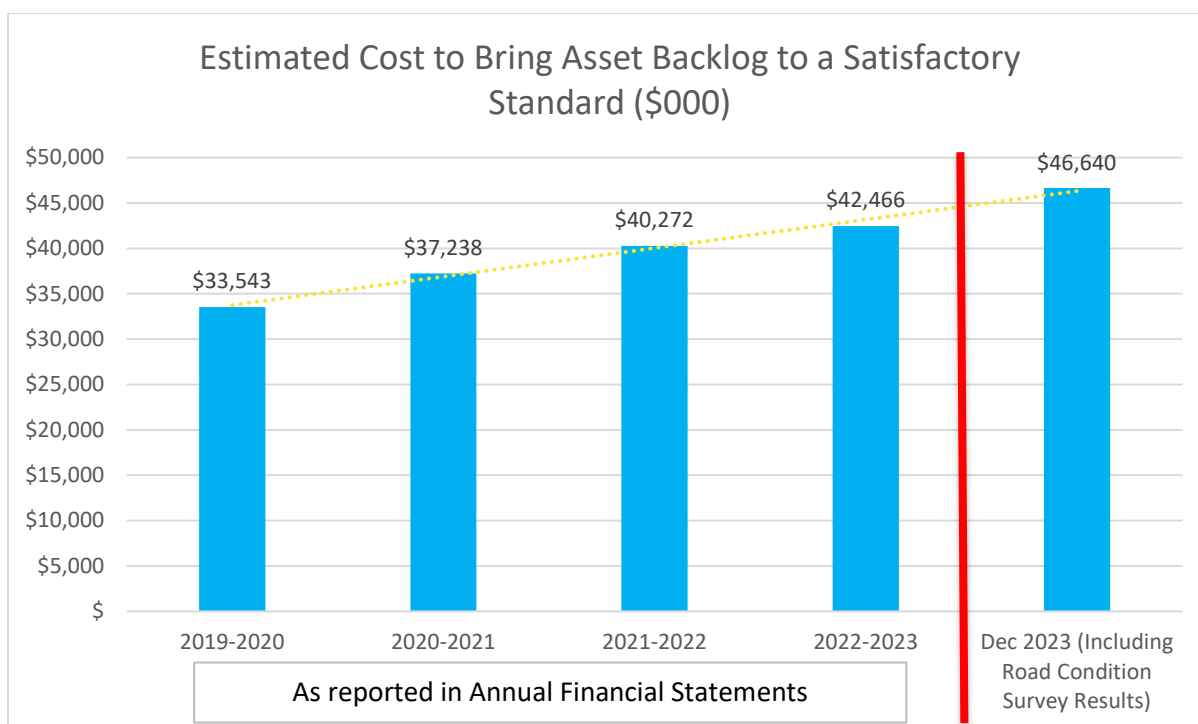
Asset Class – Northern Beaches Council	Condition 1 Excellent	Condition 2 Good	Condition 3 Satisfactory	Condition 4 Poor	Condition 5 Very Poor
Buildings	54.0%	37.3%	7.6%	0.2%	0.9%
Roads	36.1%	44.8%	16.4%	2.4%	0.3%
Stormwater	7.0%	65.5%	23.2%	4.0%	0.3%
Open Space	29.7%	54.0%	14.4%	1.6%	0.3%
Other Infrastructure	20.1%	58.2%	19.9%	1.3%	0.5%
TOTAL	29.3%	51.3%	16.7%	2.3%	0.5%

The benchmarking report is shown in the Section 15 Appendix - Asset Benchmark – Asset Technologies Pacific (ATP).

1.5 Growing Infrastructure Backlog

Over the last four years, Council has been experiencing a growing infrastructure backlog reported in the Annual Financial Statements shown in Figure 2 below. The Long Term Financial Plan renewal funding levels are currently insufficient to address this growing infrastructure backlog.

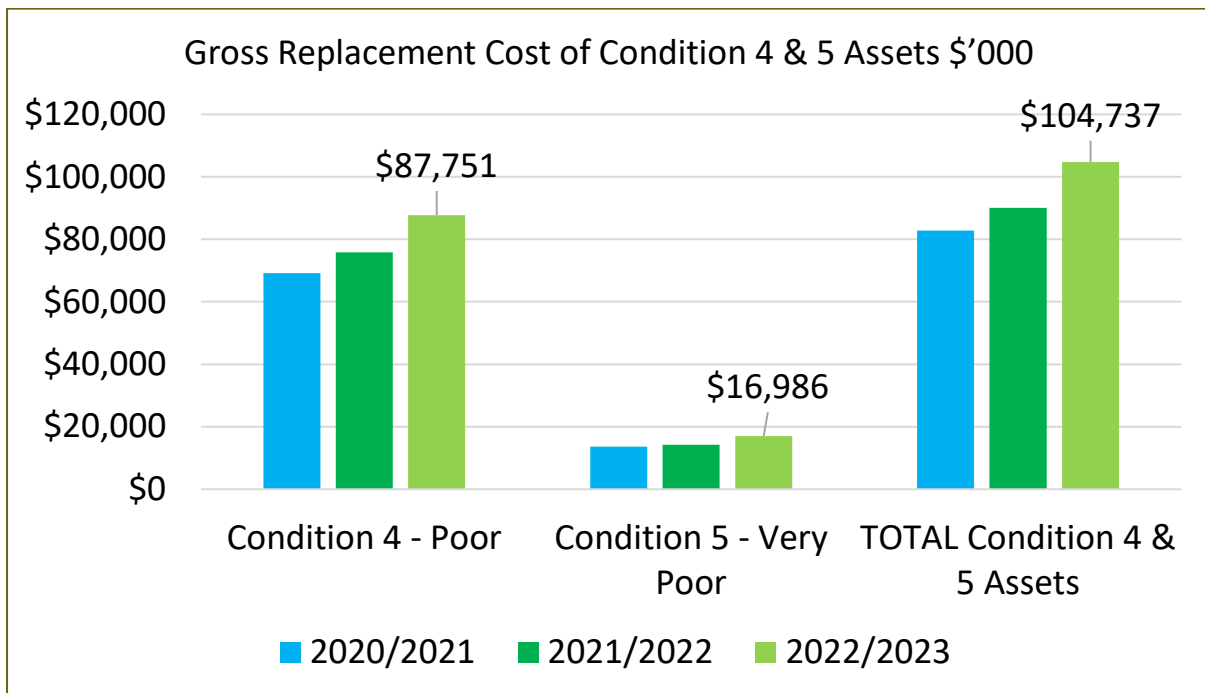
Figure 2 NBC Growing Infrastructure Backlog



The above figures show the estimated costs to bring Condition 4 (Poor) and Condition 5 (Very Poor) assets back to condition 3 (Satisfactory). However, this is generally not how assets are renewed at Northern Beaches Council as they are renewed to Condition 1 (Very Good) with a significantly higher renewal cost as shown in Figure 3 below.

Figure 3 below shows the Gross Replacement Cost of Condition 4 and Condition 5 assets as at 30 June 2023.

Figure 3 Gross Replacement Cost to renew Condition 4 and 5 Assets



Added to this increasing backlog and impact on budgets, Council is currently facing the following significant budgetary impacts:

- Higher costs to undertake renewal and maintenance activity due to much higher construction and maintenance costs over the last few years outstripping the inflation indexation of budgets in the long-term financial plan
- Major impacts of storm-related damage impacting many asset classes over and above normal levels of reactive maintenance
- Unfunded or underfunded maintenance outlined in each of the asset specific Asset Management Plans
- Unfunded or underfunded renewals outlined in each of the asset specific Asset Management Plans
- Emerging requests from the community for uplifts in service of both asset renewal and levels of maintenance
- Emerging requests from the community for new additional infrastructure

1.6 Service Levels for the Community

Service levels define what service the asset provides and the standard which these services are expected to be delivered to the community. Our assets are an integral part of delivering agreed services to the community. Generally, assets are managed for their condition (quality), function, capacity, risk and impact on the environment. As a Council, we aim to:

- Provide safe, well designed and maintained assets throughout the Northern Beaches,
- Be responsive to customer requests,
- Ensure our assets are performing their intended purpose, taking into account climate change, future development and population growth, and
- Set performance standards for our maintenance and operations that keep the asset functioning.

Technical service levels for each asset area include:

- Stormwater: Reduce flood risk for our community,

- Recreational and Open Space Assets: Provide well-maintained recreational assets that cater for the intensity of use,
- Road and Transport Infrastructure: Provide a transport network adequate for user needs, and
- Buildings: Provide fit for purpose facilities that meet community needs.

This AMP discusses the Levels of Service we are delivering to our community, how we are currently performing, and how we want to be performing in the future. Levels of Service are split into two categories:

- Community Levels of Service:
 - Quality, functionality and capacity of the assets provided, and
 - Responsiveness to our customers on infrastructure related issues.
- Technical Levels of Service:
 - Management activities and allocation of resources to best achieve the desired customer outcome and performance of the asset, and
 - Measures are in place across the different lifecycle stages of an asset.

In 2020/21, Council undertook a comprehensive review of its services and developed comprehensive levels of service we currently deliver to the community. This and a community satisfaction survey conducted in early 2022 have informed this AMP particularly the Levels of Service.

1.7 Managing the Risks Across Our Portfolio

This AMP has identified 282 critical assets across the LGA. These are assets that cannot be allowed to fail due to financial, social or environmental consequences. Management practices, such as regular inspections of these assets, are in place to ensure these assets do not fail.

Critical infrastructure includes:

- major roads, including drainage beneath these roads,
- major stormwater pipes and culverts,
- bridges and retaining walls, and
- buildings with high consequential risk.

Unforeseen or unexpected failures are one of the other main risks which have the potential to affect Council's risk profile as well as its financial position. They may require urgent action and can require significant new funds to be allocated, which in turn can limit Council's ability to provide other services.

A risk assessment has been undertaken on all our infrastructure assets. High risk assets are managed through regular inspections, renewal works when required, and/or maintenance contracts. The management of all other levels of risk are detailed in Section 9 Risk Management Plan.

1.8 Investment in Our Infrastructure Assets

This AMP has identified what investment is required for our infrastructure over the next 10 years and informs Council's Long Term Financial Plan (LTFP) on future expenditure required to ensure our infrastructure is delivering the agreed service to the community.

Future work programs, based on the priorities for the community set out in the adopted Delivery Program⁶, needs of the assets, and considering Council's financial sustainability, have been prepared by each Business Unit. Years 1-4 are well defined in most areas, with the exception of:

- Wharves renewal – 1 year, awaiting condition data to inform further years' programs
- Reactive stormwater renewal – this program is generated through customer requests and complaints, which are then prioritised as they are raised by the community. The annual budget allows for a certain amount of work each year, with the remainder rolling to subsequent years, depending on the priority rating.

⁶ Northern Beaches Council Delivery Program, Operational Plan and Budget
<https://www.northernbeaches.nsw.gov.au/council/publications/delivery-operational-plan-budget>

Figure 4 Council's 10 Year Capital Investments Across Infrastructure Assets

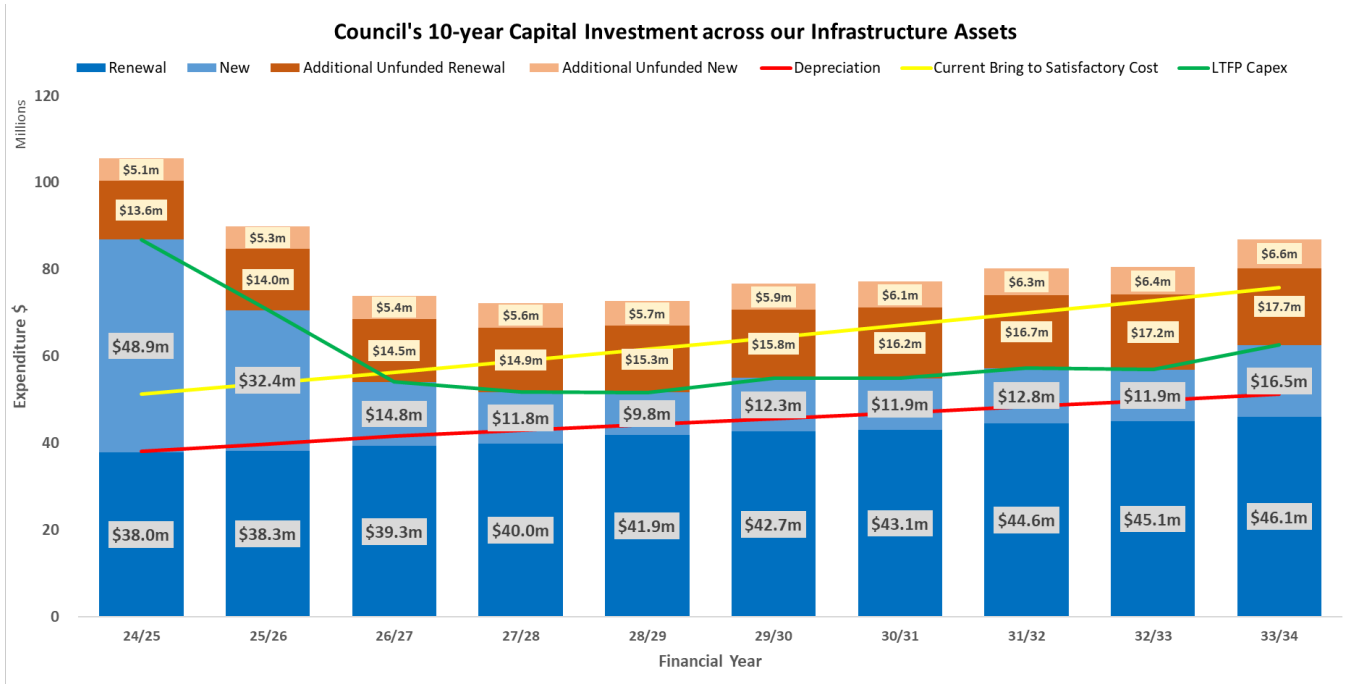
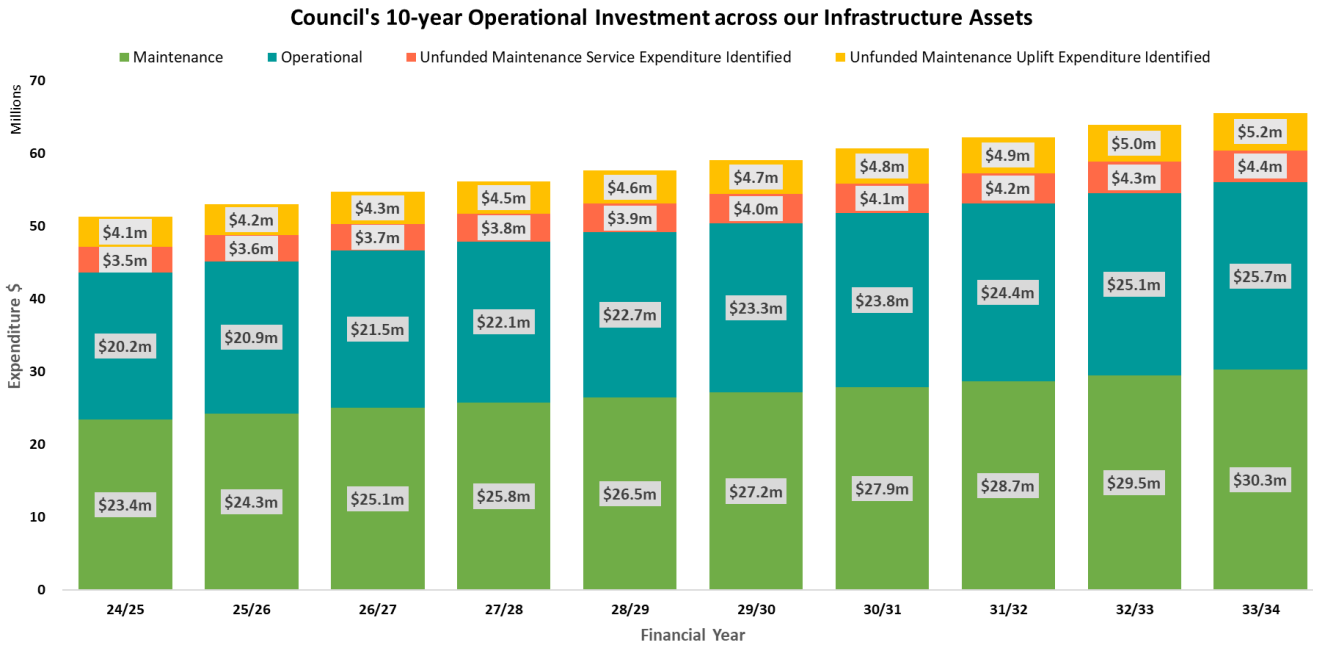


Figure 5 Council's 10 Year Operational Investments Across Infrastructure Assets



1.9 Financial Sustainability

There are four key indicators of sustainable service delivery that are considered in this AMP, shown in Table 6 below. We have also considered our long-term forecasted costs required by our infrastructure assets to continue delivering the agreed service over the 10 year planning period.

Table 6 Financial Sustainability Indicators

Indicator	Target	FY 22/23	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	FY 31/32	FY 32/33	FY 33/34
Asset Backlog Ratio^a	<2%	1.5%	1.6%	1.6%	1.6%	1.7%	1.7%	1.7%	1.7%	1.7%	1.8%	1.8%	1.8%
Asset Renewal Ratio^a	>100%	130.8%	107.4%	99.6%	96.1%	94.6%	93.1%	94.6%	93.7%	91.7%	92.0%	90.4%	89.8%
Asset Renewal Funding Ratio		-	-	76%	75%	75%	75%	75%	75%	75%	75%	75%	74%
Asset Sustainability Ratio^b		-		75% for the ten year period 24/25 to 33/34									

^a – Office of Local Government financial reporting ratio

^b – International Infrastructure Financial Management Manual (2020)

Over the next ten years \$559m is required for capital renewal. \$419m is provided through the LTFFP, and an additional \$140m in unfunded renewal works is required (equivalent to \$117m in today's dollars).

Emerging issues and considerations

This AMP has highlighted a number of opportunities and issues that need to be addressed to continue or improve our current asset management practices. The below list is a summary of the higher priorities across our infrastructure.

Cost considerations:

- Infrastructure investment in the Long-Term Financial Plan is based on the assumption rates income will be maintained at the level anticipated in Council's financial planning.
- Maintenance and operational budgets being based on CPI increase and a blanket 0.5%-1% of the gross replacement cost of new asset stock, not on what is required to service new/ upgraded assets, means we may not be adequately planning for the maintenance and operational needs of our infrastructure in the future.
- Implementing climate change adaptation measures and resilience solutions across our infrastructure assets portfolio will require increased funding.
- Many of our surf club buildings are experiencing growth in multiple areas, requiring larger facilities to accommodate the groups, including lifeguards, using the facilities. They are generally located on or close to beaches in extremely harsh environments and subject to global warming storm effects and sea level rise. In many cases the most cost effective way to meet regulatory and community needs is to re-build at a cost of between \$5-15 million per surf clubhouse.
- A number of retaining wall and slope stability risks have been identified. Current allocation of funds are insufficient to remedy all the high risk sites.
- Recent condition survey of the road network suggest that the proportion of poor and very poor condition assets is greater than what was recorded, and we may require further investment in our roads in the near future to address these condition concerns.

1.10 Service Considerations:

- Some of our condition data is lacking (wharves, stormwater infrastructure) and better information on their condition is required in order to plan for their future needs.
- We are noticing an increasing expectation from the community on our levels of service, which will likely cost more to fund in the future.
- We have noticed the functionality and capacity requirements of our assets are changing for recreational and sporting use. As the needs of the community change, our renewal strategies and services we deliver will also change in the future.
- Waste and other pollutants in our waterways are often conveyed by stormwater. Our community now expects better treatment and removal of waste (especially plastic) which changes the service we will need to provide.
- Technological improvements continue to provide new opportunities for us to better tailor the service we provide and manage our risk including artificial intelligence, better telemetry, and new renewal techniques.

1.11 Risk Considerations:

- The current allocation of funds are insufficient to remedy all the high risk retaining wall and slope stability sites. The available funds are used in a priority order to remedy these sites.
- Limits to funding within the operational budget means asset inspections are not occurring at optimal frequencies for a number of asset classes including open space and recreational assets, as well as tidal pools.
- Changes to statutory requirements (i.e. DDA requirements) may put Council at risk of being sued by a member of the public if our buildings do not meet current requirements, even if the building did not require such access when it was built. Our compliance risk is increasing and needs to be addressed through additional funding.
- Climate change is placing more stress on our infrastructure assets where the assets have not been designed to withstand future storm events.

1.12 How We Are Improving Our Service

Over the next few years, we are focused on improving our asset management practices in the following areas:

- Our knowledge of our assets through data collection activities, register audits, and extending our knowledge to improve the capture of functionality and capacity of our assets.
- The ways we report on our assets and our asset management performance through the use of benchmarks and indicators to monitor our compliance and financial sustainability.
- How we plan our capital works through developing detailed programs based on the needs of the assets.
- How we operate and maintain our assets and plan for the future through robust methodologies, maintenance benchmarks and indicators, and lifecycle cost data.
- The levels of service we are delivering to the community taking into account the needs and requirements of the community.
- Cross-organisation asset management improvements to strengthen our approaches across all of our infrastructure.
- Building capacity within Council to deliver improved asset management services.

2. INTRODUCTION

Infrastructure assets are an integral part of the Northern Beaches communities' way of life. They provide transport links for people to get around, recreational activities for our community, ensure properties and people are safe from flooding and our waterways are healthy, and provide meeting places and essential community facilities.

Council is the custodian of \$3.45 billion⁷ of infrastructure assets, including buildings, roads, footpaths, stormwater drainage, swimming pools, bridges, wharves, playgrounds, sports fields, seawalls and other built infrastructure located on Council land. As the custodian, Council is responsible for operating, maintaining and delivering its existing and new assets now and in the future, and ensuring there is adequate provisions and resources to do so.

Asset management is a "whole of life" approach to ensure the delivery of assets to the community in a sustainable manner. Good asset management maintains an understanding of the cost, risk and performance considerations in the short, medium and long-term, when making decisions regarding community owned infrastructure assets.

The International Infrastructure Management Manual⁸ defines an Asset Management Plan as "... a written representation of the intended asset management programs for one or more infrastructure networks based on the controlling organisation's understanding of customer requirements, existing and projected networks, and asset conditions and performance."

This section sets out the objectives and the scope of this Asset Management Plan (AMP), presents our strategic direction, and discusses the responsibilities for implementation across Council.

2.1 About This Plan

This Asset Management Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the next 10 years.

This is a detailed long-term plan. It describes the actions and resources required to operate, maintain and deliver existing services to an agreed level of service in the most cost-effective way, while planning for future growth, development and demand across the LGA.

Asset management planning is an essential component of the NSW Office of Local Government's Integrated Planning and Reporting (IP&R) Framework⁹ as part of our long-term Resourcing Strategy. The Northern Beaches Council's asset planning framework consists of three documents and outlines how Council manages its assets through:

- Asset Management Policy which provides a clear direction and principles for our asset management
- Asset Management Strategy, which shows how our asset portfolio supports the services required by the community, and
- This Asset Management Plan, which provides specific details on how Council manages our assets now and how we are planning for the future.

This AMP covers:

- All infrastructure assets under our control,
- The service level (or standard) we are delivering to the community,
- Our critical assets and specific management practices associated with these assets,
- Management practices and standards employed to our assets, including condition monitoring, asset reporting and asset valuations,
- Provides a long-term indication of asset management requirements (including expenditure) and work programs,

⁷ Gross replacement cost, as reported in Council's *Financial Statements for the Year Ended 30 June 2023*

⁸ International Infrastructure Management Manual 2015

⁹ <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/>

- Long-term financial plan for managing Council's assets, and
- Improvements that can and should be made in the future to better the service Council delivers.

2.2 Our Strategic Direction

This AMP sets out our current management practices and identifies areas of improvement to strengthen and improve our practices.

The AMP along with the Asset Policy and Asset Strategy forms Council's Asset Management Framework. This framework ensures that Council's Asset Management practices align with the Community Strategic Plan, are based on continuous improvement and have a focus on both environmental and financial sustainable practice.

The policy supports Council to achieve sustainable, consistent and sound asset management to deliver on community objectives, in a transparent and trusted manner that reflects the values of the community. The supporting principles are:

- Plan for and provide assets that are safe, adaptive, fit-for-purpose and resilient
- Meet the needs of the community into the future
- Follow best value and sustainable asset management practices
- Promote best practice asset management and clear responsibilities within the organisation
- Comply with legislative requirements and industry standards

The Strategy aligns the policy principles to strategic objectives for the next ten years:

- Implement the asset management framework for consistent, systematic, and sustainable asset management planning and delivery.
- Integrate asset management, long term financial and strategic resource planning to ensure Council's long-term financial sustainability.
- Allocate adequate resources to asset management functions across the organisation, ensuring roles and responsibilities are well defined, understood and accepted
- Consult with the community and key stakeholders to establish agreed levels of service to meet current and changing needs.
- Implement asset management procedures to ensure that best value, best practice and legislative compliance are implemented and exhibited throughout Council
- Apply risk management practices to ensure sound asset performance, community safety and resilience, including risks associated with climate change and other stressors.
- Focus adaptation and mitigation investment on critical assets and infrastructure to ensure they are resilient to natural disasters and climate change impacts
- Ensure asset management decisions consider sustainability and adaptability, based on full life cycle costs through acquisition, operation, maintenance, renewal, adaptation and disposal.
- Build understanding of system and asset risks, interdependencies, vulnerabilities, and identify opportunities to improve continuity, redundancy and scalability

A range of our Strategies and Plans¹⁰, adopted by Council, also help guide the strategic and practical direction of our infrastructure portfolios. These have been referenced in developing this AMP, particularly in the development of our forward programs and future expenditure. This is to ensure our public infrastructure is meeting the needs of our community, and we can sustainably manage the assets in the future.

Private and commercial development plans are expected to have an impact on our infrastructure assets, but the extent of that impact will not be known until these plans are finalised. Information from this AMP and our asset management planning can help other areas of Council plan large scale developments, such as informing funding levels for development contributions.

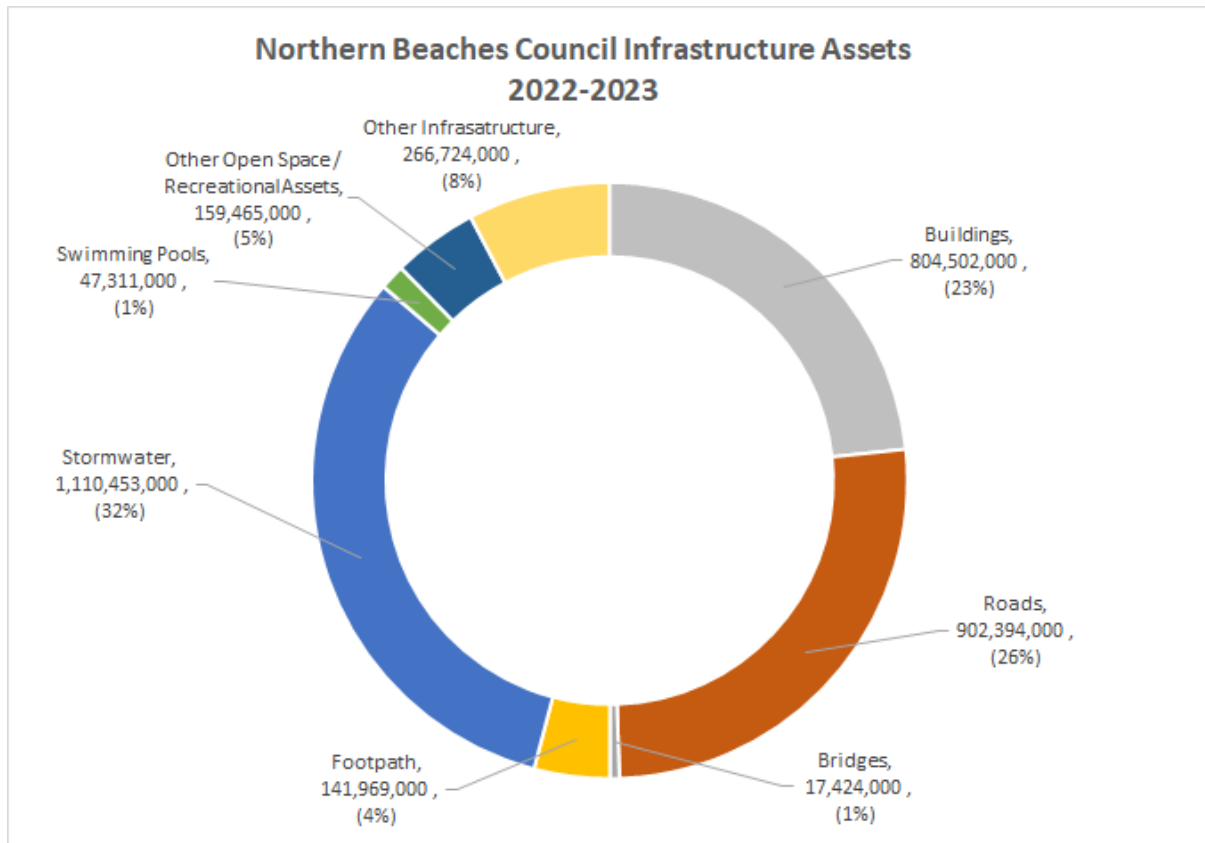
¹⁰ <https://www.northernbeaches.nsw.gov.au/council/publications/strategies-and-plans>

2.3 Overview of Our Assets

This AMP covers the management of all of Council's infrastructure assets, including buildings, roads, footpaths, bridges, stormwater, open space/recreational assets, and other infrastructure such as wharves, sea walls, steps, and boat ramps. It is important that our assets are managed effectively and efficiently to provide the community's expected level of service and maximise the benefit of these assets to the community.

Council manages \$3.45 billion of infrastructure assets across the LGA. We report on our assets in our Financial Statements every year. The report breaks down our asset portfolio across eight different asset categories aligned to the Report on Infrastructure Assets in the Annual Financial Statements.

Figure 6 Value of Council's Infrastructure Assets



Approximately 58% of our infrastructure assets are our roads and stormwater assets, 23% are our buildings (No. of buildings), and about 5% are our open space and recreational assets.

Infrastructure that is outside of Council's ownership includes:

- State owned roads (Beach Road, Ocean Road, Barrenjoey Road, Pittwater Road, Warringah Road, Condamine Street (Brookvale to Burnt Bridge Creek Deviation) , Burnt Bridge Creek Deviation and Myrtle Street overpass, Forest Way, Wakehurst Parkway, Mona Vale Road, McCarrs Creek Road (From Terrey Hills to McCarrs Creek Reserve), Liberator General San Martin Drive, Sydney Road, Belgrave Street, Manly Road and Frenchs Forest Road (in Seaforth),
- Stormwater networks under State owned roads,
- Sydney Water assets,
- Traffic signals, speed limit and school zone signage,
- Pedestrian bridges on Starkey Street, Forestville; Forestville Avenue, Forestville; Forest Way, Frenchs Forest; and Hilmer Street, Frenchs Forest, Pittwater Rd, Brookvale
- Stormwater assets in Warringah Mall and Warriewood Square, and
- Privately owned or managed assets.

This AMP covers only infrastructure assets owned and/or the responsibility of Council.

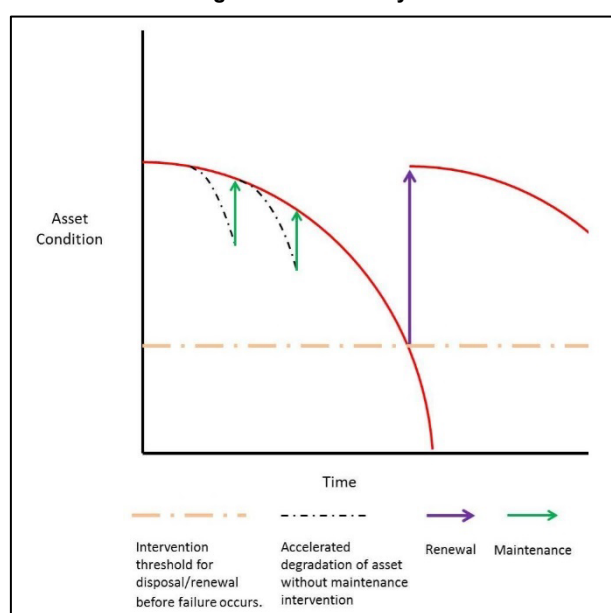
2.4 Lifecycle Management Plan

The lifecycle management plan details how Council plans to manage and operate its assets at the agreed level of service while managing lifecycle costs. This includes planning for:

- Acquiring new assets (through construction or gifted to Council)
- Operating assets
- Maintaining assets
- Renewing assets
- Disposing of assets where required.

Lifecycle planning is a key asset management tool that considers the whole-of-life implications and not just the initial capital cost and short-term timeframe. Each stage of the asset lifecycle requires Council to identify, plan and implement practices for managing assets.

Figure 7 Asset Lifecycle



This section outlines how Council manages risk, health and safety, asset creation, operations and maintenance, condition monitoring, renewals and asset disposal.

2.5 Our Asset Management Team

This AMP was developed in consultation with Council's Asset Owners, Financial Planning and Systems, and Corporate Strategy teams.

Our infrastructure asset portfolio is managed by four Business Units:

- **Transport and Civil Infrastructure** - manages roads, kerb and gutter, footpaths, cycleways, bridges, car parks, wharves, tidal pools and other built infrastructure which lies within the road reserve (e.g. retaining walls).
- **Environment and Climate Change** - manages stormwater assets including pipes, pits, water quality devices, gross pollutant traps and detention basins.
- **Parks and Recreation** - manages open space and recreational assets, including playgrounds, sports fields, rock pools, sea walls and other built infrastructure which lies within a council reserve (e.g. retaining walls, pedestrian bridges, walkways).
- **Property** - manages our building portfolio which covers community centres, sporting buildings and amenities, surf clubs, public amenities, aquatic centres and swimming pools.

Each Business Unit is responsible for the planning, design, construction, maintenance, renewal and disposal of the infrastructure under their control. Table 7 below outlines the roles within each Business Unit.

Table 7 Asset Management Roles and Responsibilities

Role	Responsibilities
Executive Manager	Designated asset owner. Sets strategic objectives and develops long term goals of the Business Unit Raises issues to senior Council management and external stakeholders on infrastructure outcomes/delivery.
Asset Management Team	Responsible for the asset management planning of infrastructure, including: <ul style="list-style-type: none"> • Developing future programs • Delivery of capital programs • Maintaining and updating the asset register • Undertaking asset revaluations • Preparing schedules for assets, such as condition, routine inspections and maintenance • Preparing information and reporting on our assets
Operations/ Maintenance Teams	Responsible for undertaking maintenance and operations tasks/activities on our assets.
Manager, Asset Strategy & Planning	Sets the strategic direction for asset management throughout Council and provides direction and leadership in managing/co-ordinating staff and other resources to ensure: <ul style="list-style-type: none"> • Delivery of the strategic overarching asset management direction / guidance for all of Council's asset areas • Development and implementation of Council's Asset Management Policy and Asset Management Strategy. • Coordination and oversight of the development of all Asset Management Plans across Council in conjunction with Council's Asset Managers

Specific roles and responsibilities for teams in each Business Unit are outlined in Section 1.15 in each of the sub Asset Management Plans . In some cases, roles across the asset lifecycle are resourced in other Business Units and these are outlined in our Asset Ownership matrix¹¹.

Other Business Units across Council also play a role in the management of our infrastructure assets, as described below:

- **Financial Planning and Systems:** The finance team manages and updates our financial asset register. They are also responsible for preparing the annual financial statements, including the asset reports. However, the asset management teams work closely with Financial Planning and Systems to prepare these.
- **Capital Projects:** Provides design and delivery services of infrastructure capital programs, often our large capital projects.
- **Waste and Cleansing:** This team provides operations (i.e. waste management and cleansing) to ensure Council's infrastructure meets the expectations of the community. Activities include street sweeping, cleaning of bus shelters, graffiti removal and litter bin emptying.
- **Information and Digital Technology (IDT):** The Spatial Information team manages and updates Council's GIS system, including assisting our asset management teams with mapping of our infrastructure assets. The IDT team is also responsible for the implementation of our corporate IT systems and assist our asset management teams with data management of our assets.

¹¹ Internal document. TRIM ref: 2018/402728

3. OUR ASSET MANAGEMENT SYSTEM & PRACTICES

Successful asset management is reliant on robust processes, systems and software, and reliable data. Used in conjunction, these components can assist staff to monitor, review and plan asset management activities across Council's infrastructure assets to ensure our assets are delivering the agreed level of service to the community.

This section outlines our current processes, systems and software, and data used to manage and report on our assets.

Our asset management journey is continually evolving and as we gather more information on our assets and become more mature and sophisticated in our practices, our processes, systems and data are updated. A list of improvement activities is listed in Section 11.

3.1 Processes

We have the following asset management processes documented in our Process Map system (ProMapp):

- Undertake the Asset Management Plan annual review
- Undertake year end tasks for infrastructure assets
- Undertake a desktop revaluation of infrastructure assets
- Undertake a revaluation of infrastructure assets
- Capital asset creation in the Corporate Systems (including creating a financial book and commissioning an asset in the finance system, and mapping of assets)
- Assess assets for impairment
- Identify and report on critical assets
- Create asset component code in Works and Assets
- Preparing Special Schedule 7¹² (SS7) report for infrastructure assets
- Renewal disposals for infrastructure assets
- Asset management responsibilities matrix updates and maintenance

These processes are reviewed and updated regularly as the process is refined for better efficiencies and improvements.

Other processes relevant to specific infrastructure assets or capital project delivery are also documented in ProMapp:

- Management of new geotechnical assets
- Asset/Project handover to asset teams (including supporting documentation required as part of the handover)
- Managing customer requests
- Project management (via CapexPMM process)

Other processes that are under review and on-going improvements include:

- Risk management
- Operations and maintenance management
- Prioritisation of renewal programs and forecasting
- Formalising methodologies and practices
- Contract management and supervision

3.2 Systems

We employ IT software to house our asset and financial registers, maintain our maintenance and operational work schedules, and manage work requests. We also employ a GIS mapping software to spatially represent our assets across the LGA.

¹² Now called the *Report of Infrastructure Assets*

3.3 Technology One

Technology One (TechOne) is employed as our Enterprise Asset Management (EAM) software. TechOne provides integration between the asset database/register to works requests and orders, to capital projects and expenditure, to the financial register, to the property database (Property and Rating Module). TechOne is also linked to our GIS system and customer request management system.

Finance and Assets Module:

The Finance and Assets Module in TechOne is used as Council's asset register/database. This module records:

- Asset details (hierarchy, description and naming)
- Asset attributes (dimension data, location, condition, ownership)
- Work history and records
- Inspection records
- Financial records

The asset register includes both capital and operational assets, as required by staff. Capital assets, also known as financial assets, are those assets that are valued, capitalised and depreciated over their life. Operational assets, also known as non-financial assets, are smaller value assets that do not require the same level of financial management. Instead, these assets are used to record for works in the field and are financially accounted as a network or aggregate asset for reporting purposes.

The module provides integration with the financial register for each capital asset, and to projects in order to assign capital works to assets. The advantage of this is that financial expenditure can be accurately allocated back to assets, which greatly improves the ability of Council to make financially sound asset management decisions.

The connectivity with customer requests lets assets be directly related to requests, creating inspection and maintenance histories on the assets, which can provide data on the network's condition, function and capacity, and inform future renewal works.

We have also rolled out a mobile solution for field staff to upload data from the field into TechOne, usually through work orders. Staff in the field can work remotely with the use of web-based mobility on any tablet, phone or laptop. Staff can receive tasks and work in the field, complete the work order, locate and attach assets to tasks, and record time spent on the works.

3.4 SEA

Council uses GIS Software to spatially map its assets. Spatially Enabled Application (SEA) is Council's interface for its mapping system, and visually displays assets from the asset register, including some operational assets. The use of spatial mapping allows staff to locate assets easily and capture desktop information on its attributes (such as area, length and width).

SEA has many layers that can assist staff with planning. Other layers of interest to assets include critical assets, high risk assets of climate change, maintenance responsibilities, areas of environmental significance or heritage listing, asset ownership.

The functionality and management of the SEA interface is managed by IDT; however, the data predominantly comes from the asset register which is maintained by the asset teams.

3.5 MAGIQ

MAGIQ is a software platform that assists us in presenting, analysing and reporting our finance data across our assets, budgets and projects. It relies on the data in the TechOne register. It is highly utilised in preparing our annual statutory reports.

3.6 Promapp

We use the Promapp tool to prepare and manage our asset management processes. Staff across council can view all processes and gain guidance on the process to ensure consistency across asset management practices.

3.7 Go Asset

In addition, Council's Road Asset Managers use "Go Asset" Pavement Management System (PMS) to manage the road pavement assets. This system provides the ability to use predictive renewal modelling to establish works programs.

3.8 Data Sources

Asset data is collected through various sources. The asset data in the current register has been compiled through Council's historical records and databases (i.e. prior systems, excel spreadsheets, maps). This data is continuously verified and updated through inspections, both in the field and utilising aerial photography and mapping software providers (i.e. Nearmap).

Other sources of data include:

- Condition assessments on regular schedules
- Scheduled maintenance and operational inspections
- Reactive maintenance tasks
- Structural inspections
- CCTV footage of underground assets
- Work as executed plans
- Data collection exercises
- Property sales
- Development applications
- Revaluation exercises

3.9 Confidence Levels

There is a high level of confidence around our known asset register for most asset categories. An extensive data collection exercise was undertaken across all asset classes from FY 17/18 to FY 19/20, which greatly improved the level of confidence of our data. Through regular data collection exercises and condition inspections in place, we have confidence that our known asset register is highly reliable. We have CCTV inspection and condition data for 26% of our Stormwater network, and this is an area for improvement, as described in the Stormwater Infrastructure Asset Management Plan.

Every three to five years we undergo a comprehensive asset revaluation across our infrastructure assets, and we review the entirety of our asset register at this time. Each year, we undertake a desktop review of our registers where a sample of our register is reviewed.

Throughout the year, we actively create and update our asset register with new assets and renewed assets to accurately reflect what is in the field.

However, there is some missing data within the register, where asset attributes are not complete, test points for critical assets have not been generated, or there are inconsistent naming conventions across asset categories. However, this is considered low risk and is being addressed through our annual reviews of the register. Missing or incomplete condition data is being updated through programmed condition audits, on a priority basis.

3.10 Preparing This Plan

The expenditure and valuations projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management, so an assessment of the data used was undertaken, and it was estimated that the confidence level and reliability of data used in this AMP was reliable aligning with the Long Term Financial Plan.

4. LEVELS OF SERVICE

Our Community Strategic Plan (CSP)¹³ explains our vision as:

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

Our internal purpose is:

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

With our vision and purpose in mind, we have developed a customer service charter which sets out the standards of customer service the community can expect as we aim to deliver a wide range of accessible, high quality services to meet the community's needs. Our assets are an integral part of delivering agreed services to the community.

We have both community and technical levels of service. These are a starting point and have been based on existing consultation through projects, strategies, programs and budgets that have been exhibited and adopted by Council. These will be further defined through consultation with the community over the next five years.

In 2020/21, Council undertook a review of its services and developed comprehensive levels of service we currently deliver to the community. The levels of service below for our infrastructure assets have been informed by this work.

Four business units (Transport and Civil Infrastructure, Stormwater, Parks and Recreation, and Property) provide the management of our infrastructure assets and administer the design, planning and delivery of new assets to our portfolio.

4.1 Our Stakeholders and Community

Council recognises that there are a wide range of customers and stakeholders with an interest in how our assets are managed. Residents, special interest groups and other ratepayers are just some of the groups that we engage with to ensure that the right level of service is provided in a cost-effective manner.

¹³ *Community Strategic Plan 2040, Northern Beaches Council*

Table 8 below outlines the key stakeholders to our infrastructure asset management planning.

Table 8 Key NBC Stakeholders

Customer / Stakeholder	Relationship	Needs / expectations
EXTERNAL		
Residents, Ratepayers and Commercial Occupants, Users	Input into desired levels of service provided to them as ratepayers, users and neighbours.	Require services delivered by our infrastructure that are safe, functional and fit for purpose.
Community, interest and strategic reference groups	Input into desired levels of service provided to the community.	Require appropriate, well maintained, functional, fit for purpose assets and facilities, delivering a high level of service, that has minimal impact on the environment.
Contractors and consultants	Assist Council to operate, maintain, and construct our infrastructure assets.	Require asset information to perform their agreed / contracted service.
Developers	Provide and deliver community infrastructure that is handed over (ownership) to Council to manage and maintain for its life. Council's technical specifications and standards of construction are required to be met.	Require Council's technical specifications and standards of construction are shared. Require asset information and data attributed to their site. Require consent on construction works to be achieved.
State Government entities (i.e. Transport for NSW; NSW Department of Lands; Department of Planning, Industry and Environment (DPIE); NSW Office of Local Government)	State Government owns some assets that lie within the Northern Beaches LGA Council acts as a trustee for crown owned land. State Government offers many grants for assets and funding to councils (i.e. grant funding for regional roads, road safety programs, floodplain management). Regulatory End of Financial Year reporting guidance to ensure consistency.	Reporting on their assets, where required (i.e. Crown reserves). Reporting on grant expenditure. Street naming and property addresses in line with State Government. Management of community assets. Coordination of works and sharing of asset information (location, attributes, etc). Financial statements and end of year reporting.
Environmental Protection Authority (DPIE) and Department of Primary Industries	Advisory and approval authority for contaminated sites and works affecting waterways.	Require consultation when appropriate and compliance with environmental legislation at all times.
Utilities (i.e. Sydney Water, Telstra, NBN, Ausgrid, Jemena, Optus etc)	Provide services to our residents. Their assets are located within our land and/or our assets (i.e. underground utilities). They are required to restore any damage to our assets through their works. Coordination of work programs from utilities and Council. Sydney Water manages sewer overflows into the stormwater network.	Require access to their assets for maintenance and management. Sharing of information to improve coordination, planning and delivery or management activities. Notify of work programs. Require asset information and data.
Emergency services (Police, Fire, Ambulance, SES)	Provision of emergency services across the LGA.	Require access to Council services and approval processes, and support from Council in emergency situations. Additionally, we are an asset provider such as RFS Buildings.
Commercial groups (i.e. Chambers of Commerce, Manly Sea Eagles)	Input into desired levels of service provided to the community.	Require appropriate, well maintained, functional, fit for purpose assets and facilities, delivering a high level of service, that has minimal impact on the environment.
INTERNAL		
Elected Council	High level of input into levels of service. Responsible for adopting asset management documents, budgets, operational plan (including forward program). Ensure sufficient resources are applied to manage our assets effectively and sustainably.	Require accurate, concise and current data and information to make informed decisions.

Customer / Stakeholder	Relationship	Needs / expectations
Chief Executive Team (CET), Strategic Asset Management Panel	High level of input into levels of service. Responsible for: <ul style="list-style-type: none"> - Developing and implementing the asset management framework. - Promoting asset management across the organisation. - Ensuring teams are adequately resourced to deliver on this Policy. - Consulting with the community and key stakeholders on agreed levels of service and intervention levels. 	Require accurate, concise and current data and information to make informed decisions.
Internal Business Units (asset owners, maintenance providers, users, finance, IT, capital delivery providers)	Developing holistic strategies and budgets related to infrastructure assets. Identifying needs, service gaps, demand/capacity for assets. Sharing delivery of services. Managing financial and spatial asset registers and mapping functions. Digital storage of data and asset management software.	Require accurate, concise and current data and information to make informed decisions. Sharing of information and knowledge on assets. Require data and assistance in statutory reporting on assets.
Northern Beaches Local Traffic Committee (NBLTC)	The NBLTC is a technical committee which deals with traffic and parking related matters in accordance with RMS delegations. NBLTC complies with State Government guidelines and delegations.	Require accurate asset data and information to prepare reports.
Customer service teams	Act as the primary interface between Council and the community	Sharing of information and knowledge on assets.

4.2 Engagement

Council is required under the Local Government Act (1993) to “provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively”.

Community engagement is an important aspect of the management and planning of assets through:

- Identifying the needs of the community,
- Understanding the expectations of the community in relation to the services we deliver,
- Enhancing efficiency and effectiveness to deliver what the community needs and expects, and
- Strengthening the links between Council and the community.

Council has a [Community Engagement Framework](#), which includes a Policy, Strategy and matrix to aid effective engagement with the community. We ensure all interested stakeholders in our community have an opportunity to comment, provide feedback, and influence the level of service decisions through:

- Engagement with key stakeholders during the development of the Community Strategic Plan, Resourcing Strategy, Delivery Program and Budgets,
- Public exhibition of strategic documents (e.g. strategies, masterplans, policies),
- Consultation with affected persons on specific capital works projects and other projects,
- Engagement with key community organisations, such as precinct committees, regular users of facilities/assets, community groups, etc, and
- Informal feedback through customer requests.

Council also undertakes regular community surveys to gain insight into perceptions and community's opinions on the services that Council provides. The results of the survey provide us with a good basis as to what assets and services the community values the most. The survey also provides an insight into what assets and services the community are satisfied with and areas where improvements may

be desired. The last survey was conducted in February 2022 an independent research company through a random telephone survey¹⁴.

4.3 Our Customers

In 2019 and 2022, our community provided feedback to Council in a community survey, on the satisfaction and importance of over 40 Council-managed facilities and services. Half of these are related to our portfolio of infrastructure assets.

The 600 survey participants provided a representative sample of the demographics of the Northern Beaches community and were randomly selected for the telephone survey. They answered a series of scale-based questions designed to understand their satisfaction and importance they placed on Council’s various services. A 1-5 point scale was utilised for gauging importance and satisfaction, where 1 = not at all, 3 = neutral and 5 = very.

Across all the service areas, the key results on a 1–5 point scale show:

- 2019: average satisfaction rating was 3.49 and the average importance rating 4.05
- 2022: average satisfaction rating was 3.52 and the average importance rating 4.16

The key services related to infrastructure assets can be sorted in relation to the average rating for satisfaction and importance, highlighting their performance gap in 2022 as shown in Table 4. Those in the top row are of high importance and focus on the assets that are of more interest to the survey respondents for improving or maintaining. Table 9 below also highlights various assets with a significant change in satisfaction from 2019 to 2022.

Table 9 Importance and Satisfaction of Infrastructure Asset Related Services 2022

Importance	High	<p>IMPROVE:</p> <ul style="list-style-type: none"> • Footpaths • Condition of local roads • Parking ↑ • Traffic management ↑ • Condition of public amenities ↑ • Management of local flooding 	<p>MAINTAIN:</p> <ul style="list-style-type: none"> • Maintenance of headlands, beaches and rockpools • Parks and recreation areas ↑ • Sporting fields and amenities ↑ • Trails and tracks • Clean villages and town centres • Vibrant villages and town centres • Council operates in an environmentally friendly way
	Low	<ul style="list-style-type: none"> • Arts and culture facilities ↓ • Facilities for people with disabilities ↑ • Facilities for youth • Bike paths 	<ul style="list-style-type: none"> • Bus shelters • Aquatic centres • Wharves and boat ramps • Facilities for older people • Community centres
		Low	High
Satisfaction			

Key: ↑ satisfaction significantly increased since 2019 ↓ satisfaction significantly decreased since 2019

Figure 7 below shows visually for each asset category the importance against satisfaction score:

¹⁴ <https://www.northernbeaches.nsw.gov.au/council/have-your-say/community-survey>

Figure 7 Community survey results: importance and satisfaction of infrastructure assets 2022

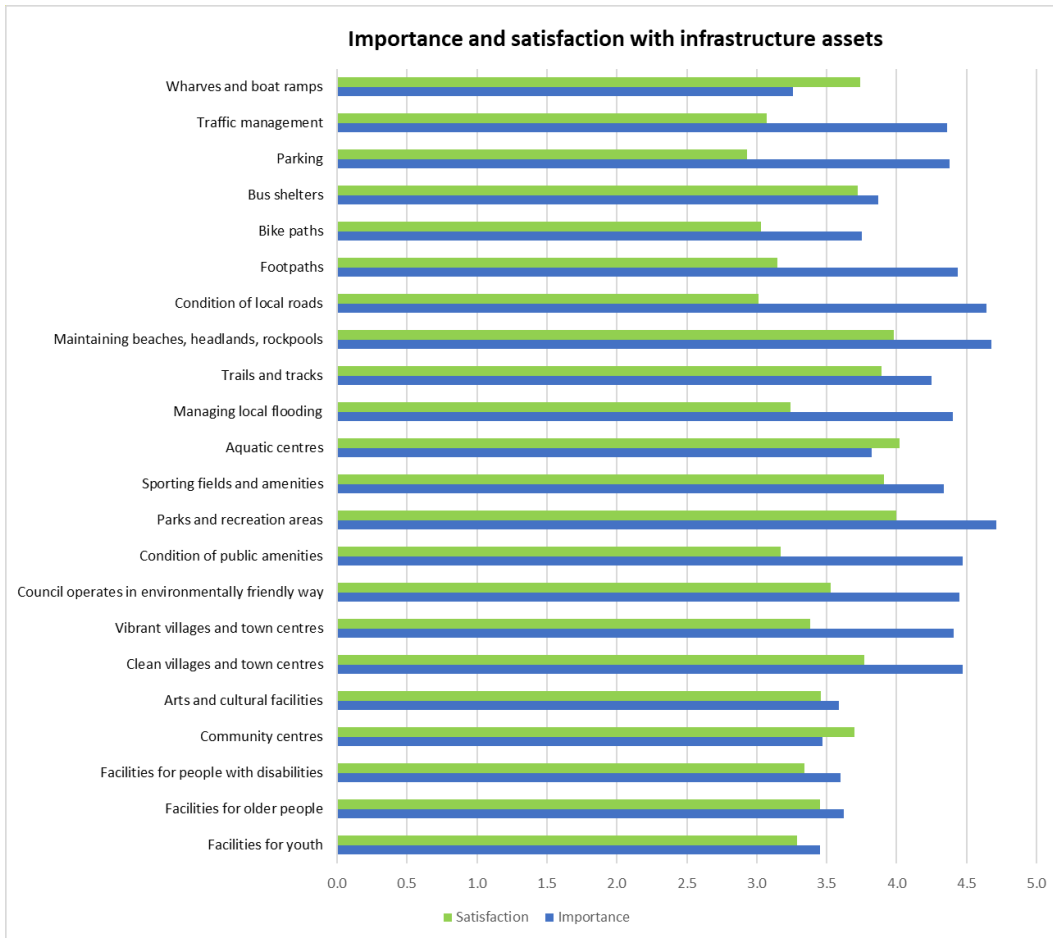
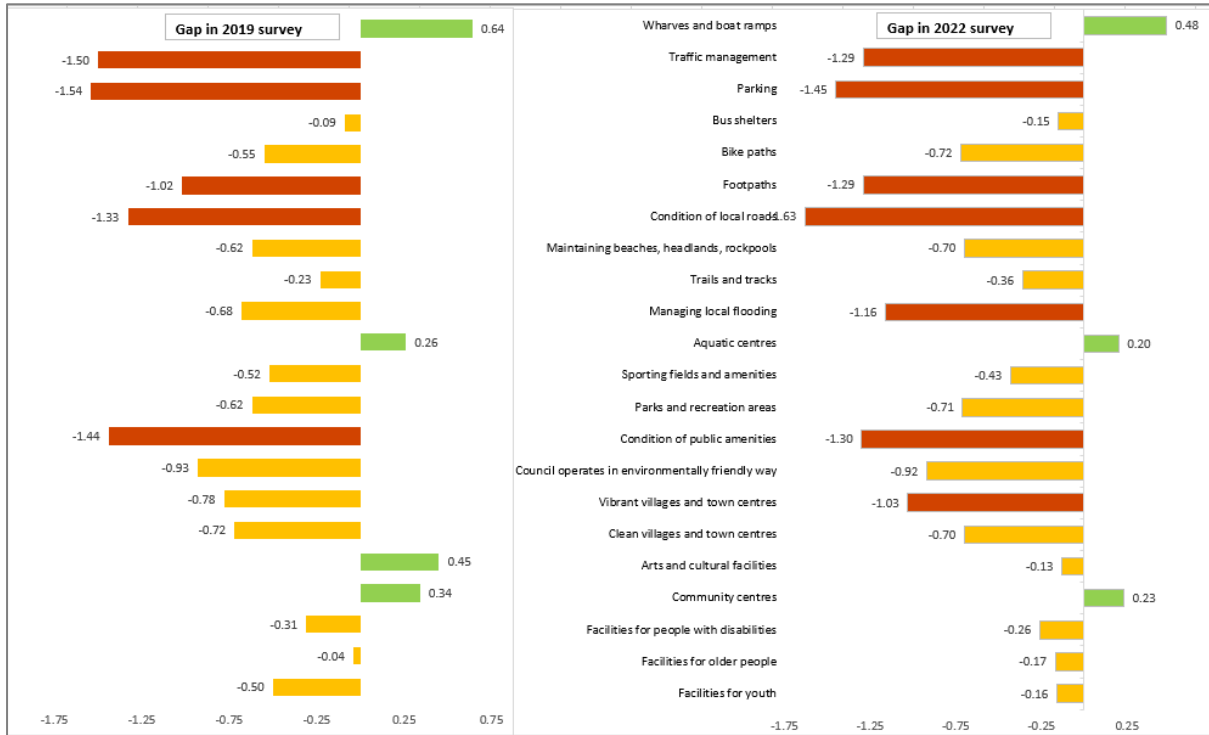


Figure 8 below charts the gaps in 2019 and 2022. While commonly most assets have higher importance than satisfaction, in 2022 several had higher satisfaction (shown in green):

- Wharves and boat ramps
- Aquatic centres
- Community centres

For most assets there are minor variations in their gap over time. Moderate variations may have been influenced by repeated COVID lockdowns (e.g. vibrant villages and town centres; arts and culture facilities), or La Nina storm events and flooding in 2021/22 (e.g. management of flooding). Those shown in green and orange meet Council's desired level of service, which is a gap of less than -1.0.

Figure 8 Community Survey Results: Gap Analysis between Importance and Satisfaction 2019 and 2022



While the performance gaps highlight some assets of possible concern for the community, it is also valuable to consider those which are the greatest drivers of satisfaction with Council. The 2022 survey report recommends that Council consider these four assets which are top satisfactions drivers:

- Maintaining satisfaction with:
 - Council operates in an environmentally friendly way (e.g. sustainability solutions/ retrofits)
 - Condition of public amenities
- Improving satisfaction with:
 - Traffic management
 - Condition of local roads.

These community survey results have been incorporated in the planning for maintenance and renewal programs, and also to assist in identifying Unfunded Program gaps which are described further in the four sub-Asset Management Plans.

4.4 Levels of Service

Levels of service are standards or targets that inform staff of the requirements for the management of our infrastructure assets. Service levels are the link between satisfying community service needs and the cost of providing the service.

If the community is displeased with the services that we provide, it can be pointed directly back to our levels of service that govern the way we manage our assets. To improve community satisfaction with assets, the levels of service need to be carefully reviewed, and in conjunction with community feedback, adjusted accordingly to better fit the priorities of the community. In most cases, improving levels of service will increase the cost of that service. It is important that any financial implications from changes made to the current levels of service are considered to ensure Council remains financial sustainable while meeting the expectations of the community.

Service levels are measured at two levels:

- **Community levels of service:** Community levels of service contain the performance measures that Council will use to obtain feedback on its level of performance from its

residents / customers. Typically, this is measured regarding the quality (condition), function and capacity of our assets, as well as responsiveness to the customer.

- **Technical levels of service:** Technical levels of service are the operational or technical performance measures that Council uses in providing the service. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance. Typically, these are measures across the lifecycle of an asset: Acquisition and Upgrade, Renewal, Maintenance and Operations, and have an annual budget to cover the activity.

The service objectives have been developed based on information from the following guides and documents:

- IPWEA Practice Note 3 – Levels of Service methodology
- International Infrastructure Management Manual (IIMM) (2015)
- Northern Beaches Council Community Strategic Plan

In FY 2020/21, we undertook a review of the services we were delivering to the community. These have been used to help inform the levels of service our infrastructure assets provide.

Table 9 below outlines our agreed Community Levels of Service, including our service objective, current performance based on the specific performance measures, desired level of service and expected position in 10 years based on the current Long Term Financial Plan (LTFP).

Table 10 below outlines our Technical Levels of Service, including our service objectives, current performance for technical levels of services and the target performance we are striving to achieve based on our current resource allocation. This effectively shows the technical activities required to meet the desired outcomes.

Table 11 below provides additional Technical Levels of Service related to stormwater assets.

Table 9 Community Levels of Service

Service Attribute	Service Objective	Performance Measure Process	Current Performance	Desired Level of Service	Expected position in 10yrs based on projected resources
Quality	Provide well maintained infrastructure assets for the community.	Community Survey satisfaction measure for infrastructure assets.	2019 asset satisfaction out of 5: <ul style="list-style-type: none"> ranged 2.77 – 4.03 Average = 3.21 No. asset areas <3.5 = 11 	Satisfaction rating increases by 0.5 rating out of 5, per asset type.	Satisfaction measure for all infrastructure asset related service areas >3.5 out of 5.
Function	Provide infrastructure assets that perform their intended purpose, meets user requirements, and are safe for public use.		2022 asset satisfaction out of 5: <ul style="list-style-type: none"> Ranged 2.93-4.02 Average = 3.29 No asset areas <3.5 = 12 		
Capacity	Provide infrastructure assets that are adequate to meet the usage demands of the community.	Gap between satisfaction vs importance on the community survey for infrastructure asset related services.	2019 asset gap measure: <ul style="list-style-type: none"> ranged -1.54 to 0.64 Average gap measure = - 0.53 No. asset areas gap > 0 = 4 No. asset areas gap < -0.5 = 13 No. asset areas gap < -1.0 = 5 2022 asset gap measure: <ul style="list-style-type: none"> ranged -1.63 to 0.48 Average gap measure = - 0.62 No. asset areas gap > 0 = 3 No. asset areas gap < -0.5 = 12 No. asset areas gap < -1.0 = 7 	Gap > -1.0 difference between customer satisfaction rating and importance rating for assets.	Gap for all infrastructure asset related service >-1.0 difference between customer satisfaction rating and importance rating.
Responsiveness	Respond to customer requests within the agreed timeframes.	CRM response times compared with agreed timeframes	TBD	>80 % of all customer requests are adequately responded to within target response times.	>90% of all customer requests are adequately responded to within target response times.

Table 10 Technical Levels of Service

Service Attribute	Service Objective	Activity Measure Process	Current Performance	Recommended / Target Performance
Acquisition / New / Upgrade	Provide new and upgrade assets in accordance with Council's adopted Delivery Program.	Expenditure on capital new assets in accordance with Delivery Program and LTFP.	90% delivery of approved forecast budget.	90 % of approved budget forecast.
Renewal	Provide adequate renewal activities across infrastructure assets to return the service capability of the assets.	Renewal ratio, as reported in Council's financial statements under the <i>Report of Infrastructure Assets</i> ¹⁵	130 %	100 % ¹⁶
	Critical assets remain in a satisfactory condition to deliver the agreed level of service.	Number of critical assets in condition 4 or 5 (equivalent to technical condition 7,8,9,10)	Buildings – 0 components Stormwater - 1 pipe Roads – 20 (out of 67) Bridges – 0 bridge components Pedestrian Bridges in Reserves - 0 Wharves – 2 components (out of 16 wharves) Sea Walls – 0 (out of 23) Retaining Walls – 0 Retaining Walls in Reserves – 0	Zero critical assets in condition 4 or 5 (equivalent to technical condition 7 or above)
	Renewal strategy in terms of condition across network.	Condition of network assets through SS7 report		Key groups only. TBD
	Provide optimised forward renewal programs that intervenes at appropriate stages in the asset lifecycle to ensure assets remain at an appropriate service condition.	Percentage of renewal programs, across our assets, exceeding 4 years, prepared and optimised using asset data. Focused on following asset classes: - Roads - Footpaths - Stormwater (pipes & culverts) - Retaining Walls – Roads - Wharves - Buildings - Playgrounds - Sportsfields	Current renewal programs of 4 years developed: - Roads - Stormwater (pipes & culverts) - Retaining Walls – Roads - Buildings - Playgrounds - Sportsfields Footpaths and Wharves – currently 1 year program	100 % for the following asset classes: - Roads - Footpaths - Stormwater (pipes & culverts) - Retaining Walls – Roads - Wharves - Buildings - Playgrounds - Sportsfields
Maintenance	Provide reactive maintenance activities across infrastructure assets to ensure assets	Completed reactive maintenance activities resolved, measured against the CRM response times	Stormwater – TBD Buildings - 90 % completed Parks – 91 % completed activities within timeframe TCI- TBD	90 % completed activities within CRM response timeframes.

¹⁵ Previously known as Special Schedule 7

¹⁶ Internal target for renewal ratio. OLG benchmark = >100%

Service Attribute	Service Objective	Activity Measure Process	Current Performance	Recommended / Target Performance
	are at an appropriate service condition.	All threats to life and property are made safe within target timeframe.	Stormwater – TBD Buildings – 100 % Parks – 100 % threats made safe within timeframes TCI- TBD	100 % threats to life and property made safe within response timeframes (look up response times for make safe).
	Proactively identify and address infrastructure asset issues before they impact on customers.	Completed maintenance activities as per proactive (planned) maintenance schedules.	Number of maintenance schedules set up in Tech One and / or offline Stormwater – TBD Buildings – 90 % Parks – 100 % completion of maintenance schedules (outside of TechOne) TCI - TBD	100 % maintenance schedules completed each year for the following asset classes, as well as preidentified maintenance tasks raised and completed prior to community identification of the fault.
Operations	Provide regular activities to ensure infrastructure assets are servicing the community.	Expenditure of operational budgets as outlined in LTFP/budget. Operational activities including cleaning, utilities, mowing, etc.	Stormwater - TBD Buildings – 100 % Parks – 100 % TCI – 100%	At least 100 % of operational expenditure (related to asset operational activities) as outlined in the LTFP is expended.
		Completed operational activities as per operational schedules.	TBC	100 % of operational schedules completed in FY.
		Undertake critical asset inspections in accordance with risk dependent frequencies (as per Section 10.1).	Buildings – 100 % Stormwater – 100 % Roads – pending for 2021/2022 Bridges – 100% Pedestrian Bridges in Reserves – 100 % Wharves – 100% Sea Walls – 100 % Retaining Walls – 100% Retaining Walls in Reserves – 100 %	100 % of critical asset inspections undertaken within timeframe outlined in Risk Management approach.
	Enhanced asset information	Percentage of regular programmed inspections of all non-critical infrastructure assets completed, as per inspection programs, including condition inspection.	Buildings – 100 % Parks Assets – 100 % inspection as per risk dependent frequencies, inspected as part of planned maintenance activities. Stormwater Assets – 100 % of schedules completed TCI Assets – 100%	100 % of programmed inspections completed annually.
		Percentage of critical assets with spatial, attribute and condition information.	Stormwater – 100 % - Need to update register Buildings – 100 % Parks – 100 % - Need to incorporate Test Points TCI – 100 %	100 % of known critical asset to have up-to-date spatial, attribute and condition information, assigned on a critical inspection schedule and associated critical asset register records (i.e. critical asset test points)
		Percentage of non-critical assets with spatial, attribute and condition information.	Stormwater – 80 % of known network has attribute and spatial information. 26 % of known network has condition data. Buildings – 100 % Parks – 85 % (estimated)	Stormwater – 30 % of known pipe assets to have spatial, attribute and condition information – target by 2032. Buildings – 100 % of known assets to have spatial, attribute and condition information – target by 2032.

Service Attribute	Service Objective	Activity Measure Process	Current Performance	Recommended / Target Performance
			TCI – TBD - Biggest risk is around retaining walls and condition of them.	Parks – 95 % of known assets to have spatial, attribute and condition information – target by 2032. TCI - TBD

Table 11 Specific Asset Related Technical Levels of Service

Asset	Service Attribute	Service Objective	Activity Measure Process	Current Performance	Recommended / Target Performance
Stormwater	Acquisition / New and Upgrade and Renewal	Fund and implement flood mitigation works in future programs.	Flood mitigation works program developed and implemented.	Existing new and renewal programs developed and 100 % funded through Council funded expenditure. 100 % delivery of programmed works.	100 % delivery of programmed works.
		Provide flood mitigation measures to reduce flood hazard or risk within affected areas, as per adopted plans and strategies.	Renewing stormwater assets to mitigate localised flooding.	90 % delivery of programmed works.	100 % delivery of programmed works.
	Renewal	Provide flood mitigation measures to reduce flood hazard or risk within affected areas, as per adopted plans and strategies.	Narrabeen Lagoon entrance clearance works completed.	Narrabeen Lagoon entrance completed FY 18/19 and 21/22	100 % of works completed every 3-4 years (due by FY 25/26)
	Operations	Flood response protocols in place, documented and understood by staff.	Annual valve inspections for Manly Dam	100 % of annual valve inspections for Manly Dam completed	100 % compliance
			Inspections for Lagoons – pre-storm inspections	100 % pre-storm inspections completed	100 % pre-storm inspections completed
			After hours call out procedures in place.	100 %	100 %

5. FUTURE DEMAND

As our community changes over time, the needs and demand for infrastructure can also change – so our planning for future assets needs to keep pace with the services and infrastructure the community requires. Population growth, demographic shifts, and housing, transport and employment requirements are considerations in our future planning of assets and may require allocation and provision of additional services.

For planning the areas identified for future growth, Council identifies the infrastructure demand, and develops a strategy to deliver on these needs. Infrastructure is provided by various means:

- a) direct provision by developers through their development consent, i.e. stormwater infrastructure, footpaths, or half-road construction etc.
- b) payment of development contributions by developers to fund infrastructure identified in a Contributions Plan: Council will plan and deliver/ construct the infrastructure identified in the Contributions Plan Planning Agreement. This Agreement is between the developer and Council, at the initiation of the developer, to deliver infrastructure or dedicate land at no cost to Council.

Future funding of infrastructure may come from other sources such as Council rates or grants in lieu of development contributions.

This section outlines how our community is growing and changing, the demand for and impact on our infrastructure assets, and the strategies we have in place for managing this change.

5.1 How the Northern Beaches Area is Changing

The Northern Beaches is home to approximately 263,298 people¹⁷. Over the coming years, the population of the LGA is expected to grow to over 300,000 people by 2036 and over 308,000 by 2041¹⁸. New development will be focused on centres such as Strategic Centres at Dee Why, Brookvale, Mona Vale, Manly and Frenchs Forest which also serves as hubs for employment¹⁹. There is also further opportunity for more housing diversity along the existing B-Line bus route.

The following population trends are expected through to 2036 in our community:

- The population will grow across every age group, so there will be more residents living in our LGA requiring access to and the use of our infrastructure assets.
- An increasingly ageing population, with another 18,000 people aged 60 years and over
- A more diverse, family orientated community with parents and homebuilders being the dominant age group (age 35-49), comprising 19.4% of the population
- Demand for another 12,000 more dwellings
- A higher number of attached dwellings, apartments and affordable housing
- More low-scale housing to provide housing diversity e.g. dual occupancies, manor houses, and multi-dwelling forms like terraces.

These changes in age profiles and housing demand have significant implications for the provision of flexible assets and services that can cater for the shifting needs across children, tertiary students and workers, as well as families, seniors and the elderly. These forecasts also need to be considered in future planning for community needs such as housing, education, health, recreation, care and accessibility, transport, economic development and our centres.

We have four strategic centres at Frenchs Forest, Mona Vale, Dee Why-Brookvale and Manly that have been identified as 'hubs' in the NSW Government's North District Plan. Major transport infrastructure projects (i.e. B-Line and the Western Harbour Tunnel) will connect the Northern

¹⁷ ABS Estimated Resident Population 30 June 2022 – ID Planning Population Estimates
<https://profile.id.com.au/northern-beaches/population-estimate>

¹⁸ ID Planning Population Forecasts <https://forecast.id.com.au/northern-beaches>

¹⁹ Northern Beaches Local Housing Strategy, Northern Beaches Council 2021

Beaches with other transport corridors to provide greater access and movement for Northern Beaches residents across Greater Sydney, and will influence how we plan for the future.

Table 12 Population Change 20121-2041

Planning Catchment Areas	2021	2026	2031	2036	2041	Total change	Avg. annual % change
Brookvale-Dee Why	96,890	100,452	103,761	107,163	110,593	+13,703	0.7
Frenchs Forest	39,271	45,772	53,277	56,936	58,896	+19,625	2.0
Manly	60,951	61,702	62,417	63,454	64,638	+3,687	0.3
Mona Vale	63,594	65,015	66,773	68,762	70,342	+6,748	0.5
Terrey Hills	3,798	3,830	3,918	4,030	4,147	+349	0.4
Total	264,504	276,771	290,145	300,345	308,616	+44,112	0.8

5.1.1 Brookvale

Council has endorsed the Structure Plan for Brookvale. The Brookvale Structure Plan will provide a framework for how growth will be managed, the level of growth that can be accommodated, and the infrastructure requirements to support the future population. It is anticipated that significant growth (both employment and population growth) will occur in Brookvale over the next 20 years and there will be requirements to deliver additional infrastructure such as traffic and transport infrastructure, additional open space, and community / recreational infrastructure. Now that the Brookvale Structure Plan has been endorsed further analysis will be undertaken to determine the extent of infrastructure that will be required. This will be included in future revisions of the AMP.

5.1.2 Frenchs Forest

The Frenchs Forest Contributions Plan identifies the local infrastructure commensurate with the future demand from this growth area including traffic intersection improvements, water management facilities, embellishing existing open space areas based on increased demand and recreational use.

5.1.3 Local Housing Strategy

Council's adopted Local Housing Strategy proposes:

- Identification of *centre investigation areas* within an 800 metre radius around Brookvale, Dee Why, Mona Vale, Manly Vale and Narrabeen along the existing B-Line that will be subject to separate precinct based master-planning and community consultation.
- Manly Vale, Dee Why, Narrabeen and Mona Vale would be investigated for medium density renewal, with Brookvale to be investigated for medium to high density renewal. No increase in building heights will occur within the Mona Vale investigation area.
- Low to medium density housing (such as dual occupancy, boarding houses and seniors housing) will be permitted in a 400 metre radius around several local centres (*housing diversity areas*), including Avalon, Newport, Warriewood, Belrose, Freshwater, Balgowlah and Manly, excluding areas with environmental and other constraints.

The changes required to implement *housing diversity areas* will be completed in conjunction with the new Northern Beaches LEP, which will be reported to Council in mid-2024 and publicly exhibited in 2025, and the scale of change is unlikely to have significant impacts on infrastructure requirements.

The *centre investigation areas* will involve a holistic review of infrastructure requirements as part of the precinct planning process. No specific target for growth has been established for these areas at the outset of this process.

5.2 The Impact of Growth on Our Assets

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors. Demand factors, trends and impacts on service delivery are summarised in Table 8.

5.2.1 Demand Factors on our Assets

Table 13 Demand Factors on our Assets

Demand factor	Current	Projection - 2036	Impact on services
Population	The estimated residential population of the Northern Beaches area is 263,298 at 2022.	The population of the Northern Beaches area is forecast to be 300,345 by 2036.	<p>Demand for open space and recreational assets increase. Increased use of existing sportsfields and playgrounds may reduce useful life of these assets.</p> <p>Demand on existing stormwater network from more residents/dwellings.</p> <p>Demand for more community services (i.e. community centres, childcare services) that require Council buildings.</p>
Demographics	<p>Issues emerging in the following demographics:</p> <ul style="list-style-type: none"> • Young People, • Carers, • Cultural and linguistically diverse communities, • Children and families • Socio-economically disadvantaged. <p>Community connectedness, capacity building and the importance of place.</p>	The Social Sustainability Strategy will provide an emphasis on services for the sections of the community with their special needs that are either not provided or are insufficient. This will be supported by actions plans developed in the coming years.	<p>Assets are required to become more inclusive for people of all ages and abilities.</p> <p>It is expected that demand to provide more equitable access to facilities such as recreational trails and foreshore areas will increase.</p> <p>Plan assets and infrastructure that is adaptive and multifunctional to meet changing community needs.</p>
Age Factors	Ageing population, families and loss of young adults moving out of the area	Increasing numbers of families, young workforce and an ageing population with 18,000 more people aged 60+.	An increase in demand for facilities that provide for a growing population – more retirees and seniors (ages 60+), as well as families, young independents (age 20-24) who are working or studying, and the young workforce (age 25-34).
Housing Densities	105,016 private dwellings in 2021 ²⁰ .	<p>Increase in housing demand by 12,000 from 2020</p> <p>Increased vehicle ownership.</p>	<p>Increased demand for parking and open space. Management of traffic volumes across the LGA.</p> <p>Increased runoff and impact on stormwater system and flooding</p>
Changes in Travel Patterns and Modes	66% of trips in the LGA were by car ²¹ .	Increase in traffic congestion on major links in and out of the LGA.	Improvements to support the use of public transport and other sustainable modes (cycling and walking).
Changes in Recreational Trends	Participation in traditional sports still high, with emerging sports	A more highly diversified mix of recreational needs with more participation in	Facilities need to be designed to be accessible and responsive to variable needs. Sportsfields and spaces need to be designed to be multi-purpose.

²⁰ Profile ID (2024) Northern Beaches Community Profile <https://profile.id.com.au/northern-beaches>

²¹ Household-Travel-Survey 2022-23, Transport for NSW

Demand factor	Current	Projection - 2036	Impact on services
	and recreational pursuits growing in popularity	individual and short form sports and recreation to suit busy schedules	
Technological Changes	Changing technology may impact on construction and maintenance techniques of assets. Changing technology may also bring improved data collection through the implementation and use of smart technologies.	Potential improvements to information and technology will assist Council in managing our assets, such as lifecycle costs, usage and demand for assets.	Improvements may assist in reducing costs and improving efficiencies. Improved knowledge in asset usage and demand.
Climate Change and Resilience	Current portfolio of assets suitable for today's climate, to meet current community needs and support community wellbeing/ safety.	Potential to disrupt services delivered to the community. Disrupted supply chains. Failure of critical assets and early deterioration of others. Change in LOS for assets to be resilient.	Council's Resilience Strategy 2022 outlines: <ul style="list-style-type: none"> Undertake Resilience and Climate Change assessment of assets. Determine the priority of resilience investments – interdependencies, vulnerability and criticality. Develop adaptation/ mitigation actions, including 'build back better' e.g. Different materials, energy efficiencies, and construction/design techniques.

5.2.2 New Assets From Developments

With the major developments expected in, Dee Why-Brookvale, Frenchs Forest and Mona Vale, it is expected that our infrastructure asset portfolio will increase. Additional assets (of significant volume) will increase the value of our asset portfolio, but will mean Council needs to:

- Increase our depreciation expense related to our infrastructure assets,
- Increase our annual operational and maintenance expenditure, and
- Allow additional planning resources for managing these assets across their life.

New assets are expected due to growth identified in the following documents, studies and areas:

- Metropolitan Strategy for Sydney
- Dee Why Town Centre
- Brookvale Employment Lands and Structure Plan
- Frenchs Forest Precinct Structure Plan
- Mona Vale Place Plan
- State Planning Policy changes to create additional low and mid-rise housing
- Open Space Strategy and associated plans such as Mountain Bike Plan
- Transport Strategy and associated plans such as Walks Northern Beaches
- Destination Management Plan
- Pittwater Waterway Strategy
- Sportsfield Strategy
- Plans of Management and Coastal Zone Management Plans
- State government transport projects for example B-Line
- Mona Vale Road East and West Upgrade
- Kimbriki Road – Kimbriki Resource Recovery Centre

- B-Line Bus Services – east/west corridor

5.3 Strategies for the Management of Growth

The following strategies are employed to assist us in managing growth across the LGA:

- Work closely with the community to enhance existing reserve and open space areas, as there are limited “greenfield” sites available for development
- Develop strategies across Council services to identify expectations and services required by the community, and what infrastructure assets are required to support the delivery of these services
- Implement designs that meet the needs of the community, now and in the future, i.e. designs that meet changes in demographics, e.g. multi-purpose buildings and open spaces, inclusive and accessibility designs
- Increase the resilience of our assets through use of appropriate materials, design considerations, energy efficiencies
- Documented procedures and methodologies for handling assets gifted to Council i.e. voluntary planning agreements, ownership handed over from NSW State Government
- Provision for access and use of public transport in areas of development
- Promote sustainable modes of transport in the area
- Work with State Government entities and utility providers to align future works programs and developments/upgrades
- Gather information and data to improve our understanding of the ongoing lifecycle costs of new assets.

6. ENVIRONMENTAL SUSTAINABILITY

Council’s Community Strategic Plan describes our aspirations to protect the natural and built environment from the risk and impacts of global and local pressures and to be leaders in managing our resources sustainably and for the long-term ensuring that development is balanced with our lifestyle and environment.

Council has an Environment and Climate Change Strategy²² (ECCS) which outlines our vision for a healthy and diverse natural environment that is integrated, respected, supported and celebrated throughout the built landscape. It describes our key future directions for the built and natural environment and how we live in it. We are committed to delivering real reductions in the way we use our resources and improvements in how we protect and access our natural areas and how we build and design our neighbourhoods.

This section outlines the environmental considerations, managing the impacts of climate change, and the principles we apply to ensure sustainability and resilience within our asset portfolio.

6.1 Climate Change

Australia’s climate is changing, and despite increasing global action, the impacts of climate change will continue to increase over the coming century (DEECW, 2024). Climate change is a global challenge with the earth’s temperatures being 1⁰C above pre-industrial levels and each decade since 1980 being warmer than the last (CSIRO & BOM, 2020). It is unequivocal that human influence has

²² Protect.Create.Live Northern Beaches Environment and Climate Change Strategy 2040, <https://files.northernbeaches.nsw.gov.au/sites/default/files/documents/policies-register/environment-and-climate-change-strategy/environment-and-climate-change-strategy-and-plans/environment-climate-change-strategy-2040.pdf>

warmed the atmosphere, ocean and land and human-induced climate change is already affecting many weather and climate extremes in every region across the globe (IPCC, 2021).²³

Many changes in the climate system become larger in direct relation to increasing global warming. They include increases in the frequency and intensity of hot extremes, marine heatwaves, and heavy precipitation, agricultural and ecological droughts in some regions, and proportion of intense tropical cyclones.

Past greenhouse gas emissions remain in the atmosphere for decades and during this time continue to cause temperatures to increase, essentially locking future change into the system. It is critical we prepare for these changes. We do this by being prepared for what is to come and adapting the way we design and build our structures. Buildings, roadways, stormwater pipes and seawalls will need to stand for the next 50 -100 years and be able to withstand future impacts.

As a coastal community with low lying areas, coastal lagoons and steep escarpments, the Northern Beaches is vulnerable to the effects and impacts of natural hazards. Climate change, with associated extreme weather events, is anticipated to exacerbate current natural hazards. The coastline and flood-prone areas are particularly vulnerable to climate change because of increased storm activity and sea level rise, as well as increased erosion activity and cliff instability. Climate change and consequential sea level rise will have a substantial impact on our infrastructure assets that are in coastal and low-lying areas (such as wharves, jetties, buildings and road infrastructure).

These changing conditions create unique challenges for our asset staff to overcome, with continued innovation and development required to ensure the best outcome for our infrastructure assets as environmental conditions continue to change.

6.2 Environmental Considerations

6.2.1 Materials and Waste

Materials used in the construction, renewal and maintenance of our infrastructure assets can have significant environmental implications contributing to Council's emissions, waste and virgin resource consumption. Assessment of the embodied carbon content, sustainable manufacturing process, ethical and sustainable supply chain, durability and end of life disposal is important to improve environmental outcomes of Council's management practices.

Commitments for Councils operations, specific to materials and waste, were adopted in the ECCS and include:

- Diverting 85% of waste from landfill by 2040, and
- Diverting 90% of construction waste by 2040.

6.2.2 Design Guides

Council has committed to achieving net zero emissions in our operations by 2045¹¹ and net zero emissions in our community which is aligned with the targets set by the NSW State Government in the *Climate Change (Net Zero Future) Act 2023*.

²³ Reference – CSIRO & BOM (2020) State of the Climate, 2020. Commonwealth Scientific and Industrial Research Organisation and Bureau of Meteorology.

Reference – IPCC, 2021: Summary for Policymakers. In: Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [Masson-Delmotte, V., P. Zhai, A. Pirani, S. L. Connors, C. Péan, S. Berger, N. Caud, Y. Chen, L. Goldfarb, M. I. Gomis, M. Huang, K. Leitzell, E. Lonnoy, J.B.R. Matthews, T. K. Maycock, T. Waterfield, O. Yelekçi, R. Yu and B. Zhou (eds.)]. Cambridge University Press. In Press.

Several design guides have been developed that will be implemented across our infrastructure assets. These include:

- Public Space Vision and Design Guidelines, Northern Beaches Council 2021
- Technical Guidelines for Sustainable Design, Northern Beaches Council 2023
- Practice Note 12.1 – Climate Change Impacts on the Useful Life of Infrastructure, IPWEA 2018
- Practice Note 12.2 – Climate Resilient Materials for Infrastructure Assets, IPWEA 2021

The *Public Space Vision and Design Guidelines* are used in the evaluation, planning and design of streets and open spaces and public private interfaces. They seek to retain and enhance its unique landscape character whilst providing additional environmental, social and health outcomes within its centres and neighbourhoods through the introduction of best practice street design and appropriate material selection.

Six key objectives form the foundation of the guidelines:

- 1: Enhance and protect the Bush, Beach and Water character.
- 2: Encourage social activation through street design.
- 3: Inspiring healthy and active lifestyles through safe and inclusive footpath and cycleway networks.
- 4: Implement traffic calming interventions creating safe environments.
- 5: Integrate water sensitive urban design into streets and open spaces.
- 6: Increase tree canopy, green cover and landscaping on streets.

The Technical Guidelines for Sustainable Design apply to all council assets and cover all new building, infrastructure, open space network and all upgrade and maintenance activities. The guidelines are intended to provide the requirements for the design of an asset and should be used from inception stage to practical completion. Along with sustainability themes, the guidelines introduce the principles of a circular economy. Key principles to support a transition towards a circular economy include:

- Designing out waste and pollution
- Keeping products and materials in use
- Regenerating natural systems

Implementing these principles can also help developments to meet their emissions obligations more easily, thus benefiting in lowering operational expenses, reducing residual wastes that need to be treated and disposed of and contribute to make urban areas more liveable, resilient and sustainable.

The key sustainability themes, are linked to Councils goals, aspirations and commitments, included within the guidelines are:

- Governance
- Energy and emissions
- Water
- Materials
- Climate resilience
- Waste (operational)
- Health
- Natural environment

The guidelines provide design requirements for a range of different elements and relates them to the key sustainability themes. As different asset classes are sensitive to different range of sustainability aspects, the requirements have been allocated based on asset class, with some requirements being applicable to all classes and some to only one.

The Technical Guideline works in conjunction with all statutory building and planning requirements. For Council buildings, it sits over and above any statutory obligations such as the National Construction Code (NCC) but does not replace them. The Council Standards are to be implemented in conjunction with legislative obligations and/or relevant standards such as the NCC, Construction

Certificate requirements and the Australian Standards. There is crossover with related DCP sustainability provisions. At any given time, when there is crossover, the most stringent requirement of the two shall apply.

Practice Note 12.1 (PN 12.1) – Climate Change Impacts on the Useful Life of Infrastructure Assets was developed by Council and IPWEA and funded by LG NSW under a Building Resilience to Climate Change Grant to complement Practice Note 12 – Useful Life of Infrastructure Assets. PN 12.1 was released to increase the understanding of climate change and its potential impacts on infrastructure for asset managers. PN 12.1 includes a methodology for estimating climate change impacts on the useful life of infrastructure assets as a decision tree. PN 12.1 and an electronic version are available to all Council asset managers via the IPWEA website.

Practice Note 12.2 (PN 12.2) – Climate Resilient Materials for Infrastructure Assets was developed under a grant from LG NSW by Northern Beaches Council, Dubbo Regional Council and IPWEA. PN 12.2 provides information on climate resilient materials that can be used in the design and maintenance of infrastructure assets for each of the five materials (concrete, wood, PVC, steel, bitumen) and six climate variables described in PN 12.1. PN12.2 details a range of options that can be used to increase the climate resilience of each of the five materials. The effectiveness of each option is discussed, and a broad indication of the cost (initial and maintenance) provided. Measures of sustainability are also included. A decision framework (that builds upon PN 12.1) is provided to assist with selection of a suitable climate resilient option. PN 12.2 and an electronic version are available to all Council asset managers via the IPWEA website.

6.2.3 Other Considerations

Other considerations will be examined in the lifecycle of our infrastructure assets, including disposal (where appropriate):

- Energy and emissions – consumption and generation
- Water – consumption and reuse
- Climate resilience
- Indoor environment quality
- Ecology
- Transport – end of trip facilities and access to public and active transport

6.3 Impacts

Climate change impacts will have a detrimental impact on our infrastructure assets. Climate change can shorten the useful life of an asset due to changes in the environment and/or location which deems the asset unsuitable for its intended use. Our assets need to be designed, constructed, renewed and maintained to ensure they can deliver their intended purpose now and in the future.

Our environment is impacted through the pollutants collected and carried by our stormwater assets into our waterways. Pollutants including litter, sewage, nutrients, weed seeds / cuttings and sediments can remain in our waterways for lengthy periods of time. Water pollution leads to the decline of ecological function in waterways and can also significantly impact their recreational value.

6.4 Managing the Impacts

In the management of our infrastructure assets, Council are implementing the following strategies and initiatives to help us manage the impacts mentioned above:

- Climate risk modelling to identify assets at high risk of climate change (through XDI),
- Suitable design and material specifications for renewal of and new assets to address climate vulnerabilities,
- Understanding and quantifying the impacts on the useful lives of infrastructure assets due to climate change risks,
- Implementing our Transport Strategy²⁴ and associated transport plans to promote and implement a smart active travel network,

²⁴ Move - Northern Beaches Transport Strategy 2038, Northern Beaches Council 2018

- Water sensitive urban design to minimise the negative impacts on the natural water cycle and protect the function of aquatic ecosystems,
- Designing and providing stormwater harvesting and reuse systems,
- Considering design alternatives to minimise water and other resource uses
- Undertaking bush regeneration and weed removal,
- Undertaking estuary health monitoring and recreational beach monitoring,
- Environmental auditing, and
- Education programs for the community to increase awareness of environmental issues.

There are costs associated with these strategies and initiatives which are discussed further in our Lifecycle Management Sections (Section 7), where the costs are currently understood. There are some areas which we need to gather further information and data to fully understand the costs of implementing these initiatives.

6.5 Sustainability Principles Applied to Assets

We aim to implement sustainable asset management practices balancing economic, social and community impacts while demonstrating civic and environmental leadership. Our asset management practices will ensure climate change adaptation, mitigation, environmental protection and enhancement protocols are fundamental to sustainable asset management planning and will strive for innovation with regards to sustainable and resilient materials use, recycling and environmental initiatives.

We will promote high-quality environmental standards and responsibility and make procurement decisions which aim to reduce resource consumption, biodiversity depletion and environmental impact where possible.

The entire life cycle of goods and services are to be considered, taking environmental and social risks and benefits into account whilst avoiding unnecessary consumption of natural resources, energy and water in the manufacture, use and disposal of goods to minimise the impact on the environment and the community.

The key principles for environmentally sustainable asset management include:

- Favour the use of sustainable resources, materials and designs, and reduce the consumption of non-renewable resources,
- Minimise operating and lifecycle costs of infrastructure assets through the selection of appropriate renewal and maintenance techniques and materials,
- Trial innovative products,
- Maximise the proportion of recycled/sustainable products in our project delivery, asset operations, maintenance and construction (i.e. use of recycled aggregate and/or glass in road construction and maintenance),
- Reuse of salvaged materials where possible,
- Reduce greenhouse gas emissions through installing energy efficient lighting, HVAC and other appliances; transition existing buildings and other assets from gas to electricity and ensure that all new buildings are fully electric (gas is not to be used on site),
- Improve waste separation in our project delivery and operations,
- Pursue water savings in existing and new assets (i.e. in irrigation, water harvesting, recycling)
- Identify our asset's vulnerability to climate risks and natural hazards (such as flood, coastal erosion, bush fire) and future-proof designs so that an asset's potential vulnerability to climate and environmental risk is minimised,
- Reducing where required useful lives to account for climate change impacts, i.e. inundation,
- Identify asset life cycle impacts so that the full environmental impact of development is identified and opportunities for resource efficiency are maximised, and
- Integrate sustainability criteria into procurement processes for goods, works, services and design.

6.6 References for Asset Management Practitioners

We utilise the following guidance to assist our asset management staff in relation to environmental sustainability of our infrastructure:

- Public Space Vision and Design Guidelines, Northern Beaches Council
- Technical Guidelines for Sustainable Design, Northern Beaches Council, 2023
- IPWEA Practice Note 12.1: Climate Change Impacts on the Useful Life of Assets,
- IPWEA Practice Note 12.2: Climate Resilient Materials for Infrastructure Assets (draft), and
- XDI System (to model climate change risk across our LGA).

7. Asset Overview - Life Cycle Management Plans

Northern Beaches Council has a large infrastructure portfolio over \$3.5b providing services to the community. Each of the four infrastructure portfolios summarised below has its own Asset Management Plan that describes in more detail the Lifecycle Management Plan for how the asset class is operated, maintained and renewed:

1. [2024/168631 - 2024 Buildings Asset Management Plan \(AMP\)](#)
2. [2024/168627 - 2024 Roads Infrastructure Asset Management Plan \(AMP\)](#)
3. [2024/168625 - 2024 Stormwater Infrastructure Asset Management Plan \(AMP\)](#)
4. [2024/168635 - 2024 Open Space & Recreation Asset Management Plan \(AMP\)](#)

The following section is a summary overview of the assets contained within each of the sub-AMPs.

7.1 Building Assets

The Building Assets portfolio is described in detail in the [2024/168631 - 2024 Buildings Asset Management Plan \(AMP\)](#).

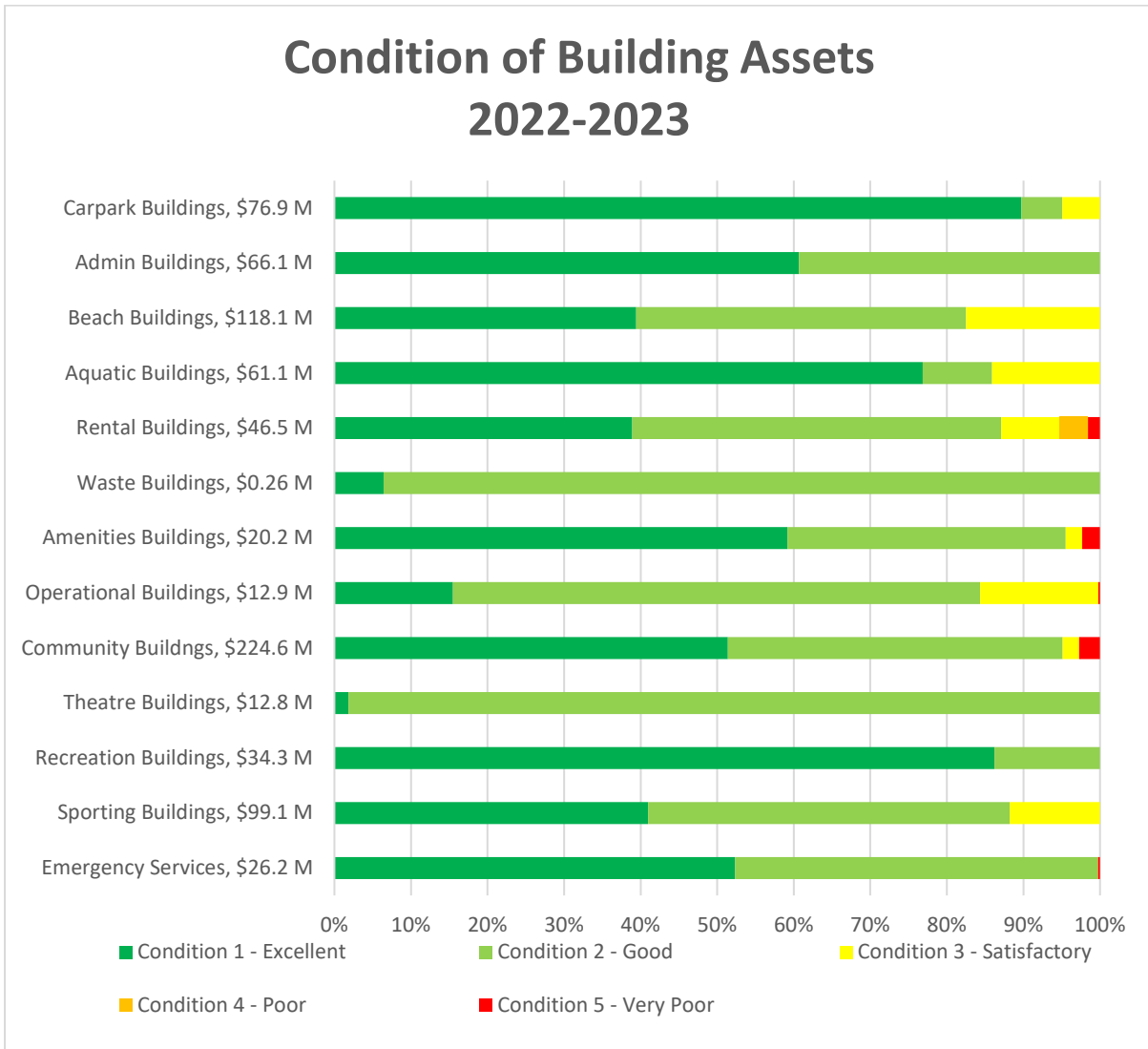
Northern Beaches Council's Property Business Unit manages the building assets, with a gross replacement cost of over \$800 million of building assets categorised into the following Building Types:

Building Type	Examples	No. of Buildings
Administration	Dee Why Civic Centre, Manly Town Hall, Mona Vale Admin	8
Amenities	Public Amenities	68
Aquatic	Manly and Warringah Aquatic Centres	5
Beach	Surf Lifesaving and Swim Clubs	35
Carpark	Whistler St, Peninsula, Bungan Lane	9
Community	Community Centres, Libraries, Youth, Childcare, Scouts	87
Emergency	RFS, RFB, SES, Marine Rescue	23
Operational	Depot and Plant Buildings	52
Recreation	Brookvale Oval and Pittwater Rugby Park	11
Rental	Lakeside Holiday Park, Currawong	115
Sports	Golf, Tennis, Bowls, Football	125
Theatre	Glen Street Theatre	1
Tower	Emergency Ops Centre Tower East & Hut	1
Waste	Council Kimbriki Buildings	5
Total Buildings		545

A comprehensive condition assessment is undertaken every 3 years for building assets as part of the asset revaluation program. Asset condition is updated in our asset management system as renewal or upgrade work is undertaken, and a desktop assessment is undertaken each year as part of the end of financial year process.

Figure 9 below shows the condition and gross replacement cost of each Building Asset Category.

Figure 9 Condition of Buildings



7.2 Roads, Footpaths and Other Transport Infrastructure

The Roads, Footpaths and other Transport Infrastructure assets portfolio is described in detail in [2024/168627 - 2024 Roads Infrastructure Asset Management Plan \(AMP\)](#).

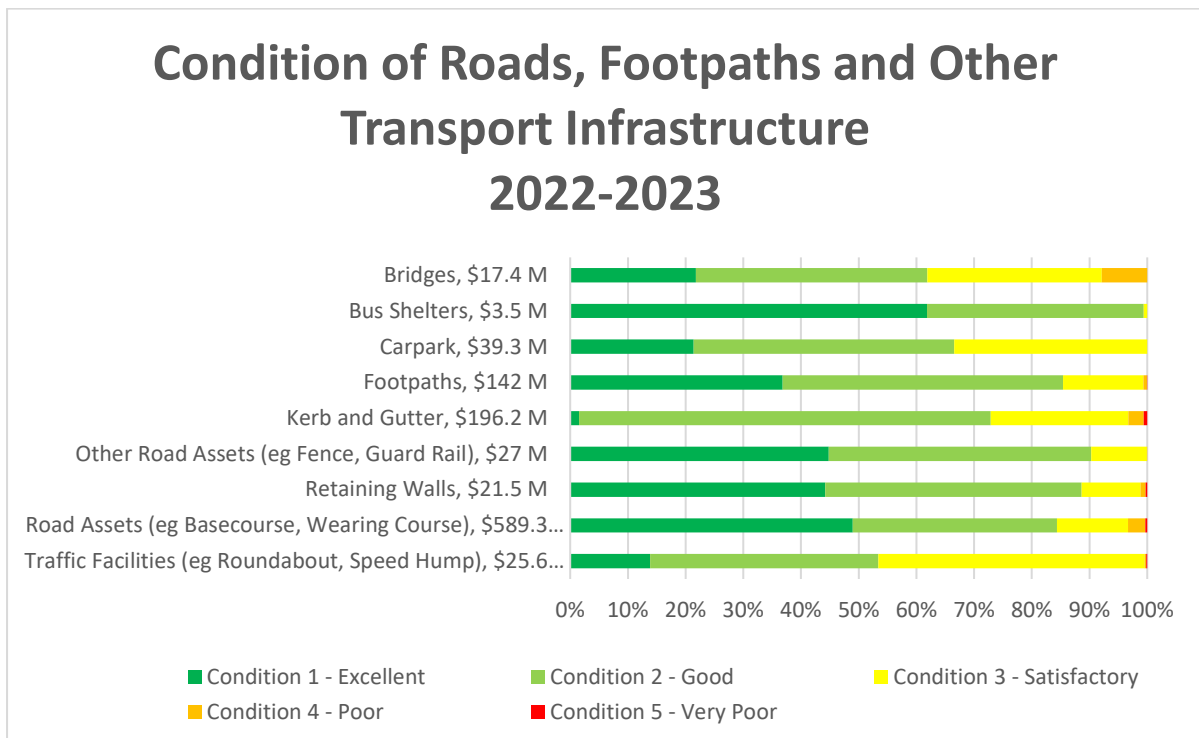
Northern Beaches Council’s Transport and Civil Infrastructure Business Unit manages the Roads, Footpaths and Other Transport Infrastructure assets, with a gross replacement cost of over \$1 billion of assets categorised into the following asset categories.

Asset Category	Dimensions
Road Pavements	843.6 km
Regional Roads	43.9 km
Local Sealed Roads	796 km
Local Unsealed Roads	3.7 km
State Roads (not Council assets)	99km
Kerb and Gutter	1,435.6 km
Footpaths	585 km
Car Parks (including at community centres, parks and beaches)	14,517 spaces incl 205 disabled spaces in 389 separate car parking areas
Bridges within road reserves (road and pedestrian bridges)	26
Causeway	1
Traffic Facilities	
Traffic control devices	1,219
Medians	306
Thresholds	365
Roundabouts	209
Pedestrian crossings	124
Fencing	16,093 m
Guard rail	14,821 m
General Infrastructure – Roads	
Seats	222
Bins	610
Retaining walls	294
Bus shelters	216 Council shelters

A comprehensive condition assessment is undertaken every 5 years for Roads, Footpaths and Other Transport Infrastructure assets as part of the asset revaluation program. Asset condition is updated in our asset management system as renewal or upgrade work is undertaken, and a desktop assessment is undertaken each year as part of the end of financial year process.

Figure 10 below shows the condition and gross replacement cost of each of the Roads, Footpaths and Other Transport asset categories:

Figure 10 Condition of Roads, Footpaths and Other Transport Infrastructure



7.3 Stormwater Infrastructure

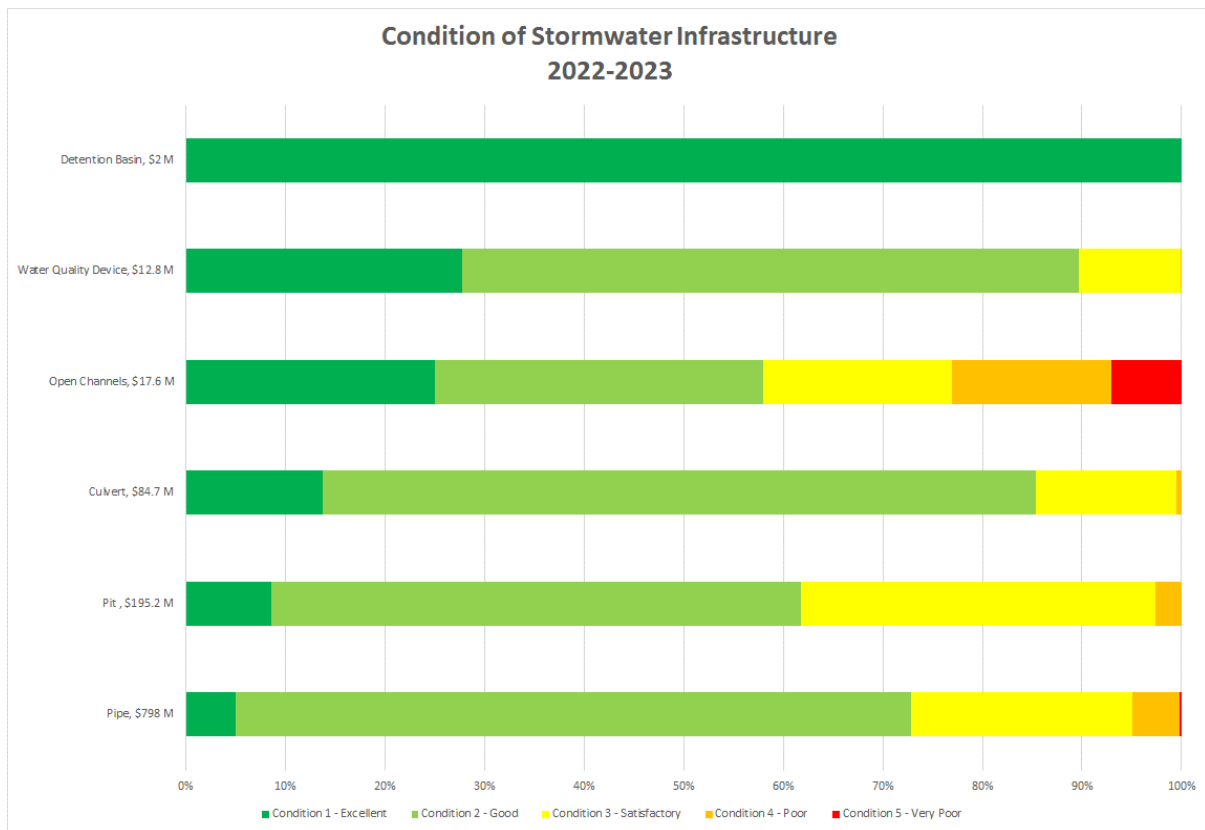
The Stormwater Infrastructure assets portfolio is described in detail in [2024/168625 - 2024 Stormwater Infrastructure Asset Management Plan \(AMP\)](#).

Northern Beaches Council's Environment and Climate Change Business Unit manages public stormwater assets which includes both built and natural assets. Council's stormwater infrastructure consists of pipes, pits, culverts, open channels, detention basins and water quality devices, totalling over \$1 billion of assets:

Asset Category	Physical Parameters	Dimensions
Pipes	25,010	592 km
Pits	27,722	N/A
Culverts	778	13 km
Open Channels	546	32 km
Detention Basins	1	N/A
Water Quality Devices	257	N/A

Approximately 26% of the stormwater network has a known condition rating having been inspected in the field. For the purpose of the OLGs Report of Infrastructure Assets, all assets must have a condition rating. Where the condition is unknown, condition rating 2 (Good) is used because the lower rated 'poor' condition assets often display obvious characteristics that make them noticed. Future improvements include using the 26% observed condition data to reassess the current condition distribution across the network. Figure 10 below shows the condition of the Stormwater assets.

Figure 11 Condition of Stormwater Infrastructure



7.4 Open Space and Recreation Assets

The Open Space and Recreation Assets portfolio is described in detail in [2024/168635 - 2024 Open Space & Recreation Asset Management Plan \(AMP\)](#).

Northern Beaches Council's Parke and Recreation Business Unit manages the Open Space and Recreational Assets which includes active and passive assets. The open space and recreational asset portfolio has a total of over \$470 million of assets categorised into the following asset categories:

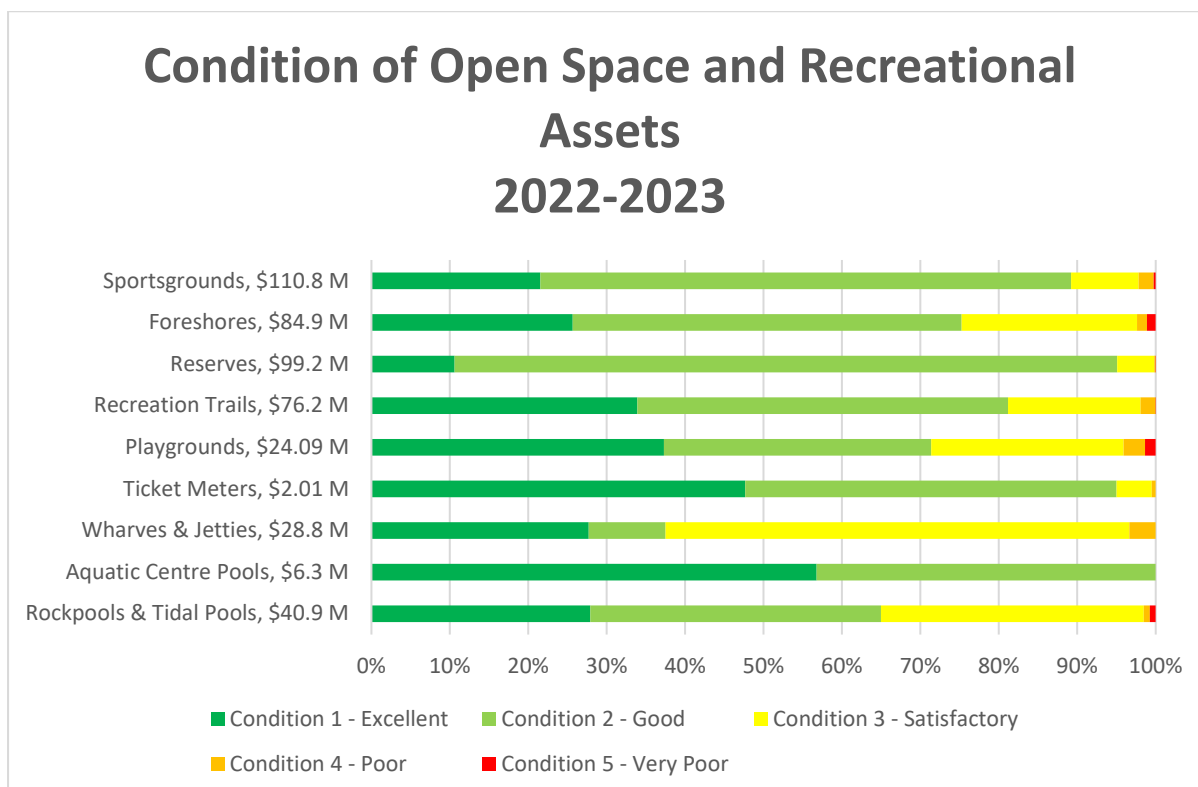
Asset Category	Physical Parameters	Dimensions
Sportsgrounds	Range of sport and sport supporting infrastructure including: <ul style="list-style-type: none"> - Sportsgrounds - Synthetic Sportsgrounds - Hardcourts - Sportsground lighting - Irrigation systems - Sports nets - Cricket Wickets 	60 sportsground sites
Foreshores	Infrastructure that protects and aids in the utilisation of the foreshore environment: <ul style="list-style-type: none"> - Seawalls and retaining walls - Watercraft storage 	12.9 km of seawalls 14.5 km of retaining walls

Reserves	General infrastructure found across Council's reserves: <ul style="list-style-type: none"> - BBQs - Shelters - Bubblers - Fencing 	641 sites
Recreational Trails	Pathway and boardwalk infrastructure that provide sustainable access and linkages throughout Council parks and bushland reserves.	84.74km of pathways 53 bridges
Playgrounds	Playgrounds and impact attenuation surfacing in reserves and restricted sites such as childcares and community centres.	239 playgrounds
Rockpools	Ocean Pools constructed in the coastal tidal zone along the coastline of the Northern Beaches.	15 rockpools
Wharves and Jetties		32 wharves and jetties
Tidal Pools		9 tidal pools

A comprehensive condition assessment is undertaken every 5 years for open space and recreational assets as part of the asset revaluation program. Asset condition is updated in our asset management system as renewal or upgrade work is undertaken, and a desktop assessment is undertaken each year as part of the end of financial year process.

Figure 12 below shows the condition and gross replacement cost of each Open Space and Recreational Assets category:

Figure 12 Condition of Open Space and Recreational Assets



8. CONDITION ASSESSMENT METHODOLOGY

8.1 Prioritising Condition Assessments

Given the large number of assets and the cost of collecting this information, our asset Condition Assessment programs have been prioritised based on risk, and are scheduled for Critical Assets, and those assets identified as high-risk assets, as these are 'must not fail' assets. Other assets may have condition assessments undertaken periodically based on criteria described in each of the sub Asset Management Plans (AMP). Monitoring asset condition and performance are good indicators of assessing the remaining useful life or remaining service potential of our assets.

Implementing effective maintenance practices is one way of ensuring that our assets remain in a satisfactory condition and are capable of providing the required level of service. Accordingly, a large portion of each AMP is dedicated to our maintenance strategies for each asset class. It is recognised that all assets experience degrees of asset consumption over time, depending on performance requirements, environmental factors, and operational and maintenance regimes.

For smaller low-value assets where the cost of maintenance is proportionally higher than the cost of renewal, and/or where any possible impact of failure is assessed as low risk, undertaking additional maintenance and/or condition assessments may not be cost-effective. For these assets, Warringah Council has adopted a 'reactive renewal' strategy.

8.2 Data Collection

When undertaking our condition assessments, asset component and where appropriate sub-component inspection data is collected using tools that provide information on such things as the presence of defects and their severity, and the overall condition score of the asset using a condition rating system described in detail within each AMP, as each asset class has requirements unique to the way they operate.

However, even when a defect such as footpath cracking or a road potholes are identified, we assess this in relation to the materiality of the asset component being assessed to determine the significance of the defect, and therefore the overall condition of the asset. Data collected during the inspection of our assets has a technical review undertaken to give an assessment of condition in terms of the operating demands placed on the asset, the intervention strategies required, and the future remaining service potential of the asset.

As part of our monitoring and review process, we undertake a review of our asset data as part of an annual desktop revaluation process. Asset performance and condition data are reviewed, along with feedback received from our community, including through CRMs raised on asset performance and the level of service being provided. This analysis is used to update the asset register, and form part of the process for determining future maintenance and renewal programs.

8.3 Consistent Approach

In reviewing condition assessment literature, including the International Infrastructure Management Manual (IIMM), we have adopted an approach that is easily translated across all asset classes, with the following general principles being applied as the foundation, with each asset class then adding technical criteria that describes the unique characteristics for how different assets perform as shown in Table 14 below:

Table 14 Condition Rating Descriptions

Condition	Condition Description	Asset Management Practice
1	Very Good Condition - asset as new	Routine Operations & Maintenance (O&M); Asset Class/Material Type Remaining Useful Life (RUL) estimate based on a very small % service potential having been consumed in this phase.
2	Minor Defects Only: Asset showing initial signs of deterioration. Minor maintenance required.	Routine O&M; Asset Class/Material Type RUL estimate based on a small % service potential having been consumed in this phase.
3	Asset condition generally satisfactory. Maintenance required.	Watching brief, plus identified major periodic maintenance &/or minor capital works where required. Inclusion in Long Term Financial Plan (LTFP).
4	Asset in poor condition; action needed soon.	More frequent maintenance, & detailed condition monitoring to determine realistic intervention options. Inclusion in Delivery Program for renewal.
5	Asset in very poor condition. Asset in need of urgent action.	Asset placed on a current renewal program. Inclusion in Operational Plan.

8.4 Remaining Life Estimates

Through undertaking this risk-based approach, and implementing effective maintenance and condition assessment programs, we are well-placed to keep our assets performing at a satisfactory level. When undertaking a technical condition assessment, our asset management expert practitioners use information on asset age, condition, operational & environmental performance, along with their experience and knowledge of how the assets deteriorate over time, to design optimised maintenance and renewal strategies.

As an asset progresses through its life cycle and condition deteriorates, using these techniques can trigger additional operational and maintenance activities, including in many cases a more technical and detailed engineering or professional assessment (e.g. core sampling of concrete pipes, vibration testing of mechanical equipment) to identify the appropriate timeframe for targeted maintenance or renewal strategies to optimise the life-cycle of the asset.

This analysis is then used to identify asset maintenance and renewal expenditure requirements for the annual Operational Plan, the four-year Delivery Program, and the Long Term Financial Plan.

8.5 Linking Asset Performance to Condition Assessments

Condition assessments are technical inspections carried out by competent assessors to evaluate the physical state of our road infrastructure assets, to determine both the maintenance requirements and longer-term renewals needs.

Reviewing asset performance results can also trigger the need to undertake a condition assessment, to determine any mechanisms of failure, and assess the overall condition of the asset, in an effort to better understand any future intervention strategies to maintain the optimum service potential.

8.6 Condition Assessment Rating System

Northern Beaches Council utilises a condition rating system based on the IPWEA Practice Notes for Condition Assessment for each asset class and underpinned by the principles outlined in the International Infrastructure Management Manual (IIMM).

We have adopted an advanced asset management approach, using a 1-10 rating system for assessing the 'Technical Condition' of our assets, which is aligned to the Office of Local Government (OLG) requirements for Special Schedule Reporting in the Annual Financial Statements.

Our Condition Assessment tools and practices are building from our core level of condition assessment to an advanced level of Asset Management, and now incorporate asset function and capacity reporting capability. We are adopting a staged implementation for incorporating these into our asset inspection and monitoring processes.

Each asset owner utilises a condition rating system that is prescribed by the Office of Local Government. This system is a 1-10 scale, as shown below in Table 15 below.

Table 15 NBC Technical Condition Rating Descriptions

Technical Condition 1-10 Rating	Technical Condition Rating Description
1 - Very Good (H)	No visible signs of deterioration. Only planned cyclic inspection and maintenance required.
2 - Very Good (L)	There would be only very slight condition decline. It would be obvious that the asset was no longer in as-new condition. Only planned cyclic inspection & maintenance
3 - Good (H)	Some early stages of deterioration evident, minor in nature and causing no serviceability problems. Minor routine maintenance along with planned cyclic inspection & maintenance
4 - Good (L)	Some obvious deterioration evident, serviceability would be impaired very slightly. Minor routine maintenance along with planned cyclic inspection and maintenance
5 - Fair (H)	Deterioration in condition would be obvious and there would be some serviceability loss. Scheduled maintenance on top of planned cyclic inspections and maintenance required
6 - Fair (L)	Condition deterioration would be quite obvious. Asset serviceability would be affected. Maint cost would be rising. Higher levels of inspection and maintenance required
7 - Poor (H)	Deterioration quite severe. Serviceability restricted. Maintenance cost would be high. Higher levels of inspection & substantial maintenance required to keep the asset serviceable
8 - Poor (L)	Serviceability now being heavily impacted upon by the poor condition. Maint cost would be very high & the asset would be at a point where it needed to be rehabilitated or renewed
9 - Very Poor	Major service problems and needing prioritised renewal. Could also be a risk to remain in service. Asset physically unsound &/or beyond rehabilitation. Renewal required.
10 - Failed	An asset that has failed; no longer serviceable and should not remain in service. There may be an extreme risk in leaving the asset in service. Renewal required.

9. Risk Management Plan

Risk management is an important part of asset management planning. The purpose of infrastructure risk management is to document the findings and recommendations resulting from identifying, assessing and treating risks across our infrastructure portfolios. The risk will change over time, and our assessments are completed periodically to ensure the management of our risks are valid and appropriate for the time.

Our Enterprise Risk and Opportunity Management Policy²⁵ and Enterprise Risk and Opportunity Management Framework²⁶ have been utilised in our risk assessment of our infrastructure assets. These documents provide a consistent, systematic and considered approach to the identification, management and reporting of risk across the organisation. Council's approach to Enterprise Risk and Opportunity Management (EROM) is consistent with the Australian/New Zealand Risk Management Standard: AS/NZS ISO 31000:2018.

This section discusses our critical assets and how we manage these, the risks we have assessed across our infrastructure portfolios, and our high risk assets. For residual risks that are above Council's risk tolerance level, these will have risk management plans and be incorporated into risk management reports. This has been identified for inclusion in our Improvement Plan.

9.1 Critical Assets

Critical assets have been defined as those assets that in failure mode are likely to result in more significant financial, environment and social cost in terms of impact on organisational objectives. We have management practices in place to ensure these assets do not fail, including:

- Inspection regimes, and
- Lower thresholds for intervention (such as maintenance or renewal works)

Table 16 below shows the criteria for a critical infrastructure asset.

Table 16 Criteria for Identifying Critical Assets

Asset Category	Criteria for Critical Asset
Roads	Regional roads
Bridges	Road bridges on regional, arterial or collector roads OR Causeway
Pedestrian Bridges	In road reserve AND Over waterways or road
Retaining Walls (in the road reserve)	Adjacent to a State, regional, collector or local road, and Height >4m OR Geotechnical site of high risk or very high risk OR On a bus route
Bridge over Culverts	Culvert >6m wide in direction of travel AND Traverse regional or urban collector road
Wharves	Public ferry wharf or cargo wharf, where major disruption to transport, freight and safety would occur if wharf failed.
Pipes	Pipe diameter > 1500mm AND Crosses collector or regional road (from kerb to kerb)
Culverts	Cross-sectional area of culvert > 1.77m ² AND Crosses collector or regional road (from kerb to kerb)
Pits	Headwalls with trash/safety screens

²⁵ <https://files.northernbeaches.nsw.gov.au/sites/default/files/documents/policies-register/enterprise-risk-policy/enterprise-risk-management-policy/enterprise-risk-management-policy-nov2020.pdf>

²⁶ Enterprise Risk and Opportunity Management Framework. Internal document. TRIM ref: 2021/321150

Asset Category	Criteria for Critical Asset
	OR Headwalls with one-way valves
Water Quality Devices	Devices that if blocked do not have a safe overland flow path or will create a safety hazard if screens are relocated by surcharge.
Buildings	Council's computer room facilities or Components that must remain operational as required by the Building Code of Australia OR Complex structures which are in susceptible climates (i.e. aquatic centres) or Emergency services facilities backup generators OR Multi-storey structures and grandstands where damage could lead to catastrophic failure
Pedestrian Bridges in Parks and Open Space	High volume pedestrian routes AND Failure would result in multiple fatalities and/or significant financial, environmental or social ramifications or catastrophic consequence.
Retaining Walls (in Parks and Open Space)	Areas where failure would result in significant cost to Council (i.e. damage to public or private infrastructure) or catastrophic consequence.
Seawalls	Areas where failure would result in significant cost to Council (i.e. damage to public or private infrastructure) or catastrophic consequence.

Table 17 below provides a summary of the number of critical infrastructure assets in our portfolio. Section 6 in each of the sub Asset Management Plans contains a list of critical assets.

Table 17 NBC Critical Infrastructure Assets

Asset Category	Asset Owner	Number of Critical Assets	Percentage of Portfolio
Roads	Transport and Civil Infrastructure	67	3 %
Bridges		26	100 %
Retaining Walls (in the road reserve)		20	7 %
Bridge over Culverts		27	68 %
Wharves		16	46 %
Pipes	Environment and Climate Change	39	0.15 %
Culverts		22	0.08 %
Pits		4	1.56 %
Water Quality Devices			
Buildings (components of buildings)	Property	20 (10 Buildings)	1.8%
Pedestrian Bridges in Parks and Open Space	Parks and Recreation	9	
Retaining Walls (in Parks and Open Space)		9	
Seawalls		23	
TOTAL NUMBER OF CRITICAL INFRASTRUCTURE ASSETS		282	

^a – Percentage of that asset category/class portfolio

9.1.1 Management of Critical Assets

Table 18 below lists the management practices in place for ensuring our critical assets remain operational and in use to ensure service delivery. Inspections are either carried out by Council staff or external contractors when specialised knowledge or equipment is required.

Table 18 Management Practices for Critical Assets

Asset Category	Management Practice	Frequency
Roads	Inspection by Council road inspection officers. If issues present, a works order will be raised to remedy any identified defects. Remedial works will be undertaken within timeframes set out in Council's CRM response times	Annually
Bridges	Level 1 Bridge Inspection, as per ARRB Local Roads Bridge Management Manual. If defects are detected a Level 2 Bridge Inspection will be undertaken.	Annually
Bridge over Culverts		
Retaining Walls (in the road reserve)	Physical inspection by Council engineers. If any instability identified then a qualified geotechnical engineer will be engaged to reassess the risk rating and remedial actions will be taken accordingly.	Annually OR after rain events exceeding 100 mm in 24 hours
Wharves	Routine inspections are undertaken by Council staff. If issues present, a works order will be raised to remedy any identified defects through maintenance fund. Any remedial works beyond the scope of maintenance will be listed in renewal programs.	Monthly, 3Monthly and 6 Monthly based on inspection priority
Pipes	Programmed inspections to assess condition, blockages, defects and if any works are required.	Annually
Culverts		
Pits	<p>Programmed inspection schedules to inspect for blockages.</p> <p>Pro-active inspections of these assets are undertaken prior to incoming storm events.</p>	<p>Monthly, 3 monthly or 6 monthly based on field observations and feedback from maintenance staff.</p> <p>Prior to storm event.</p>
Water Quality Devices	<p>Programmed physical inspection and/or clean.</p> <p>Pro-active inspections of these assets are undertaken prior to incoming storm events.</p>	<p>Monthly or 3-monthly based on field observations and feedback from maintenance staff.</p> <p>Prior to storm event</p>
Buildings	<p>Computer rooms: Programmed physical inspections on:</p> <ul style="list-style-type: none"> • Generators, UPS, Gas fire suppression system • Fire detection • Structural inspection • Security systems • Air conditioning <p>Grandstands: Programmed physical inspections on the structural integrity of the roof and supporting structure</p> <p>Theatre: Programmed physical inspections on the fire and smoke curtains</p> <p>Aquatic centre roof: Physical inspection on the structural integrity of the roof and supporting structure</p> <p>Specialised Buildings: Programmed physical inspections on:</p> <ul style="list-style-type: none"> • Generators (at the emergency HQ buildings) • Structural inspection for Whistler Street and Bungan Lane Car Park 	<p>Quarterly</p> <p>Monthly</p> <p>Annually</p> <p>Annually</p> <p>Quarterly</p> <p>Annually</p> <p>Quarterly</p> <p>Annually</p> <p>Quarterly</p> <p>Annually</p>
Pedestrian Bridges in Parks and Open Space	<p>Level 1 Bridge Inspection, as per ARRB Local Roads Bridge Management Manual, at risk dependent frequencies.</p> <p>Inspections of these assets are undertaken post storm events.</p>	<p>Annually</p> <p>Post storm event</p>

Asset Category	Management Practice	Frequency
Retaining Walls (in Parks and Open Space)	Inspections by certified engineers, at risk dependent frequencies. Inspections of these assets are undertaken post storm events.	RISK DEPENDENT FREQUENCIES:
Seawalls		High risk – annually Medium risk – 3 years Low risk – 5 year Post storm event

If any changes of condition, defects or maintenance requirements are identified, a task is created to carry out any remedial works and assigned a risk priority. All data collected from the inspections and any associated works is captured as test points and stored against the asset in the asset register.

Inspections of critical assets are considered an operational expense and is accounted for in the operational budget.

9.1.2 Reporting Critical Assets

Our critical assets are identified using an attribute field in our asset register. All data collected from the inspections and any associated works is captured as test points and stored against the asset in the asset register.

Further work is required to prepare automated reports in our systems, including critical asset inspection data is recorded against the asset, to report on the performance as well as compliance of our critical asset inspections. This work has been identified in the Improvement Plan.

9.2 Risk assessment framework

Our risk assessment of our infrastructure is aligned with our internal framework which is consistent with the Australian/New Zealand Risk Management Standard: AS/NZS ISO 31000:2018. We also have guidance documents²⁷ alongside our internal EROM framework which helps guide staff when undertaking a risk assessment, and covers the process of risk identification, assessment, management, monitoring and reporting.

As part of our review of our asset management planning functions and activities, we review and update our risk assessment regularly.

9.3 Risk Plans

Our infrastructure risk management assessments and plans have identified high, medium and low risks across our portfolios. This section presents the specific plans and assessments, along with the management plans, of our assets that have been assessed as high risk only. Detailed Risk Registers are documented in Section 3 of each of the sub-Asset Management Plans.

Monitoring and review is an essential and integral step in the process of managing risk. It is necessary to monitor risks, the effectiveness of any plans, strategies and management systems that have been established to control implementation of risk management actions. The review process of our risk management assessment is detailed in Table 19 below.

Table 19 Monitor and Review Program for Risk Management Assessments

Activity	Review Process
Review of new risks and changes to existing risks	As new risks arise and annual review by team with stakeholders and report to Management.
Review of Risk Management Plan	Annual review by team and update plan for management sign off.
Performance review of Risk Treatment Plan	Action plan tasks reviewed annual with Asset Management Plan review.

²⁷ Risk and Opportunity Assessment Guidelines (Jan 2021) v1.2. Internal document. TRIM ref: 2019/151304sec

Table 20 Risk Management Plan of our High-Risk Assets

Asset	What can happen?	Risk Rating	Risk Management Plan	Residual Risk
Retaining Walls in Road Reserves and Road Formations	Structural failure or slope instability	High	Monitor and inspection programs. Implement prioritised remedial works.	High
Wharves	Structural stability. Deterioration in condition.	Medium/ High	Inspection program. Condition survey, routine maintenance. Identify and implement renewal/ upgrade needs	Medium
Stormwater Outlets	Unauthorised entry into stormwater system	High	Installation of outlet screens.	Medium
Pit and pipe network	Localised flooding	High	Increase proactive inspections. Increase proactive cleans.	Medium
Critical Water Quality Improvement Devices	Screen blockage causing overland flooding	High	Formally identify critical Water Quality Devices. Review frequency of inspections. Formalise intervention levels. Review existing cleaning regime.	Medium
Playgrounds	Equipment failure Falls	High	Annual structure inspections and higher frequency visual inspections. Certification of new under surfacing, triennial impact testing for rubber under surfacing, minimum yearly top ups of mulch.	Medium
Boardwalks	Falls due to uneven surface Encroaching vegetation narrowing passage	High	Periodic walkthrough inspections accompanied by corrective maintenance (replacing nails with stainless steel bugle screws). Triennial pruning + reactive.	Medium
Pumps and Valves	Unauthorised pump well access	High	Implement grates to pools with unrestricted access to pump wells via water flow entrance.	Medium
Lighting Systems	Pole failure	High	Pole audit triennial – inspecting condition and making maintenance recommendations.	Medium
Steps	Slippery surfaces Structural failure	High	High visibility stair tread edges/grip strips and cleaning of stairs. Formalise visual inspections of structural members with report recommendations annual, certified inspections of large sets of stairs >10 risers or >3m fall height).	Medium
Retaining Walls (in Reserves) and Sea Walls	Structural failure	High	Structural inspections of retaining walls and sea walls at appropriate frequencies.	Medium

Asset	What can happen?	Risk Rating	Risk Management Plan	Residual Risk
Contaminated Land	Environmental and or human health risks due to poorly managed legacy contaminated sites such as former land fills underneath sportsfields and other former uses such as the gas works at Little Manly. Council has identified over 30 potentially contaminated sites. Orphan waste created by illegal dumping of asbestos in parks and bushland reserves.	Extreme	Employ a site-specific Environmental Management Plans for high-risk sites such as John Fisher Park, LM Graham Reserve and Little Manly Point. Manage other sites in line with a consistent unexpected finds protocol and compliance with WorkSafe NSW guidelines for asbestos removal and the Contaminated Land Management Act and regulations.	Medium
Boat Ramps	Slips and trips	High	Fortnightly high pressure water cleaning in Summer, monthly in winter and reactive. This needs to be formalised.	Medium
Buildings	Asbestos contamination/ exposure and other Hazardous Materials (HAZMAT).	High	HAZMAT reports in place and used. Continue to remove hazardous materials from these buildings as part of programmed upgrades.	Low
	Legionella outbreak in cooling towers.	High	Regular inspection, testing and chemical treatment.	Low
	Hit by falling objects such as ceiling panels, light covers etc. Trips on steps, changes in level, entry mats, leads etc. Slips on tiles, carpet joins, vinyl.	High	Undertake proactive inspections as per Maintenance schedules (see Section 9.4.1).	Low
	Exit doors being blocked off or locked and not available during an emergency.	High	Undertake regular WH&S inspections.	Low
	Fire or Other Evacuation Requirement.	High	Maintenance contracts in place and inspected regularly for compliance.	Low
	Walking through glass doors or sidelights or similar.	High	Inspect and identify all glass doors and side light to determine if safety glass is fitted. Prepare a plan for rectifying these, including priorities.	Low
	Fall from stages, balcony or other raised platforms.	High	Undertake hazard inspections on a regular basis.	Low
	Incorrectly operating door closers and locking mechanisms.	High	Regularly inspect door closers and locks as part of hazard inspections.	Low
	Collapse of cantilevered structures such as balcony or mezzanine. Vehicle accelerates through barrier on above ground carpark onto pedestrians below.	High	Undertake hazard inspections on a regular basis.	Low
	Lift malfunction causing injury to user or service team.	High	Maintenance contracts in place and inspected regularly for compliance.	Low
Changes to statutory requirements may require a building to be out of service until the appropriate works can be undertaken to meet the new requirements.	High	Keep up to date with activity in the industry so that legislation changes can be addressed proactively.	Low	

9.3.1 Emerging issues

The emerging issues raised in this Section of the AMP include:

Risk Considerations:

- The current allocation of approved funds in the Long Term Financial Plan are insufficient to remedy all the high risk retaining wall and slope stability sites. The available funds are used in a priority order to remedy these sites.
- Budgetary constraints within operational budgets mean asset inspections are not occurring at optimal frequencies for open space and recreational assets, as well as tidal pools.
- Changes to statutory requirements (i.e. DDA requirements) puts Council at risk of being accused of discrimination by a member of the public if our buildings do not meet current requirements, even if the building did not require such access when it was built. Our compliance risk is increasing and needs to be addressed through additional funding.
- Climate change is placing more stress on our infrastructure assets where the assets have not been designed to withstand future storm events.

Each of these issues need to be considered and resolved over the next ten years to be able to provide certainty for our infrastructure planning, and are included within the Unfunded Programs in Section 10.7

9.4 Risk Management Improvements

Improvements to our current risk management practices have been identified and include:

- Improve our recording and monitoring of our critical assets through:
 - Preparing automated reports from our register on critical assets compliance
 - Inspection data recorded against the asset in our register
- Review the definition of critical assets to make better use of operational funds available.
- Review and undertake risk assessment periodically on our infrastructure assets to ensure our risk is minimised and align with Council’s Corporate Risk Frame.
- Undertake risk assessments in-line with Council’s Corporate Risk Framework.

These improvements are also included in our Asset Management Improvement Plan Section 11 Plan Improvement & Monitoring

9.5 Risk Registers

Risk Registers have been developed for each Infrastructure Asset Class with the details of the risks identified and control measures in place contained within each sub-Asset Management Plan. A summary of the risk assessment profile is shown in Table 21 below.

Table 21 Risk Register Summary

Sub-Asset Management Plan	Inherent Risk					Residual Risk			
	Extreme	High	Medium	Low	TOTAL	High	Medium	Low	TOTAL
Building Assets	7	9	3	5	24	7	10	7	24
Open Space & Recreation Assets	0	10	19	9	38	0	18	20	38
Road Assets	0	3	5	0	8	1	3	4	8
Stormwater Assets	0	3	8	0	11	1	7	3	11
TOTAL	7	25	35	14	81	9	38	34	81

Each Infrastructure Asset Management Plan contains a section on Risk Management with a detailed Risk Register in Section 3:

1. [2024/168631 - 2024 Buildings Asset Management Plan \(AMP\)](#)
2. [2024/168627 - 2024 Roads Infrastructure Asset Management Plan \(AMP\)](#)
3. [2024/168625 - 2024 Stormwater Infrastructure Asset Management Plan \(AMP\)](#)
4. [2024/168635 - 2024 Open Space & Recreation Asset Management Plan \(AMP\)](#)

10. FINANCIAL SUMMARY

This section summarises the financial requirements of our assets for the Base Year (2023/24) with 2024/25 set as Year 1 and the following 10 year period to 30 June 2034. It details what financial resources are required to manage our assets over the future 10 year period.

The financial forecasts presented herein result from the information presented in the preceding sections of the AMP, and include:

- Delivering the agreed levels of service,
- Accounting for growth and changes in demand across our community,
- Life cycle management of our asset portfolio,
- Risk management practices, and
- Sustainability measures.

This section also presents the financial sustainability metrics we use to ensure we can deliver our services to the community.

10.1 Long Term Financial Plan

Council has a Long Term Financial Plan (LTFP) which covers a 10 year period, is adopted by Council as part of the Resourcing Strategy (every four years) and ensures we are a financially viable, adequately funded and a sustainable organisation. The current LTFP²⁸ explains how the organisation will meet its obligations now and in the future, taking into account our workforce, our finances and our assets.

The LTFP provides a financial forecast for 10 years and takes into account a range of economic factors likely to affect our performance and finances, as well as assumptions about how levels of service delivery to the community may change over time. The LTFP includes the lifecycle costs associated with our infrastructure assets, from acquisition through to disposal.

Historically, the LTFP has informed our infrastructure investment through renewal programs and maintenance expenditure. As we become more mature in our asset management practices and gain greater understanding of the needs of our assets, the AMP will be able to inform the LTFP through prioritised future work programs, ensuring we are balancing the level of service delivered to the community with our financial sustainability. The information from the AMP can also help provide data for scenario testing of different service levels.

10.2 Funding Sources and Expenditure Categories

Council funds its operations, maintenance and capital programs to manage its assets from various funding sources including:

- Development Contributions (S7.11, S7.12 and S7.4);
- Internal and external restricted reserves (incl Stormwater Management Services Charge funds);
- Grants and contributions
- Working Capital

²⁸ Long Term Financial Plan, Northern Beaches Council (part of the Resourcing Strategy)
<https://www.northernbeaches.nsw.gov.au/council/publications/strategic-framework>

- Depreciation
- General Revenue

Council has adopted thresholds that apply to the capitalisation of infrastructure, property, plant and equipment:

- New infrastructure asset construction and renewal are always fully capitalised,
- Minor renewal work is only capitalised if the value exceeds \$10,000. If below this threshold, the minor work is considered maintenance and expensed, and
- Plant and equipment purchases are capitalised if the value exceeds \$5,000.

Table 22 Funding Categories

CAPEX New and Upgrades	CAPEX Renewal	Maintenance and Operations
<ul style="list-style-type: none"> • Development Contributions (S7.11, S7.12, S7.4) • Reserves • Grants • Capital Contributions • Working Capital 	<ul style="list-style-type: none"> • Depreciation • Reserves 	<ul style="list-style-type: none"> • General Revenue • Direct user contribution (fees and charges) for higher level of service

10.3 Financial Statements and Projections

10.3.1 Asset Valuations

Current asset valuation of the portfolio as at 30 June 2023

Asset Category	Gross Replacement Cost ('000)	Accumulated Depreciation ('000)	Written Down Value ('000)	2022/23 Annual Depreciation ('000)
Buildings	\$804,502	\$223,233	\$581,269	\$8,721
Roads – sealed	\$608,614	\$76,814	\$531,800	\$8,192
Roads – unsealed	\$2,167	\$294	\$1,873	\$5
Roads – other assets	\$291,613	\$47,420	\$244,193	\$1,926
Footpaths	\$141,969	\$14,761	\$127,208	\$1,524
Bridges	\$17,424	\$3,864	\$13,560	\$192
Stormwater	\$1,110,453	\$199,503	\$910,950	\$6,156
Open Space Assets	\$159,465	\$18,880	\$140,585	\$3,737
Other Infrastructure	\$266,724	\$39,181	\$227,543	\$2,132
Swimming Pools	\$47,311	\$8,008	\$39,303	\$298
TOTAL	\$3,450,242	\$631,958	\$2,818,284	\$32,883

We have developed a methodology for useful life²⁹ that is applied across all of our infrastructure assets. The methodology defines the useful life of capital assets which informs the depreciation rate in the financial asset register. The methodology componentises each capital asset into two parts:

²⁹ Internal document. TRIM ref: 2019/321851

- **Short-life:** This part of the asset has a shorter life than the rest of the asset. It is likely this part of the asset is renewed several times prior to the long life part of the asset. The short-life part is estimated based on the cost of the expected renewal treatment in comparison to the Replacement Cost of the whole asset component.
- **Long-life:** This part of the asset has a much longer life than the rest of the asset and is likely to be renewed/replaced once the entire asset has failed. It is calculated as the Gross Replacement Cost of the asset component less the short-life part.
- For example, the roof sheeting on a building would be the short-life of the roof asset. The structural framing of the roof would be the long-life of the roof asset.

10.3.2 Asset Revaluations

Council undertakes a full comprehensive revaluation of its infrastructure assets every 5 years and its buildings every 3 years, or whenever material changes to the asset class has occurred, whichever is the smallest. This frequency is in accordance with the Australian Accounting Standards³⁰.

Revaluations provide Council with an opportunity to ensure that its asset stock is valued in line with current fair value. Market inflation over a three or five year period often results in an undervaluing of our assets if revaluations are not conducted.

Our valuation assessments are undertaken in accordance with the following Australian Accounting Standards:

- AASB 13 – Fair Value Measurement
- AASB 116 – Property, Plant and Equipment

Table 23 presents the schedule for the infrastructure revaluations.

Table 23 Asset Revaluation Schedule

Asset Class	Frequency	Last Revaluation		Next Revaluation
		Date	TRIM document	
Roads Sealed	5 years	30 June 2019	2019/344498	30 June 2024
Roads Unsealed	5 years	30 June 2019	2019/344498	30 June 2024
Roads Other Assets	5 years	30 June 2019	2019/344498	30 June 2024
Bridges	5 years	30 June 2019	2019/344498	30 June 2024
Footpaths	5 years	30 June 2019	2019/344498	30 June 2024
Buildings	3 years	30 June 2021	2021/515460 2021/377806	30 June 2024
Operational Land	3 years	30 June 2021		30 June 2024
Stormwater Drainage	5 years	30 June 2020	2020/219016 2020/323667	30 June 2025
Swimming Pools	5 years	30 June 2023	2023/320366	30 June 2028
Open Space	5 years	30 June 2023	2023/320366	30 June 2028
Other Infrastructure	5 years	30 June 2023	2023/320366	30 June 2028

The revaluation methodology consists of a full review of the entire asset register, covering:

- Unit rates and gross replacement cost,
- Condition, consumption curves, accumulated depreciation, written down value, and
- Useful lives of the infrastructure assets.

Various sources of data are used to collate information to be used in the revaluation, including but not limited to:

- Recent and current contract rates, i.e. Council's panel contracts,
- Invoices from recent works completed under the capital works program,
- Industry indices and rates, i.e. Rawlinsons Construction Handbook,

³⁰ AASB 116 Property, Plant and Equipment

- Renewal programs and asset data to inform useful lives, and
- Industry guides, internal methodologies and inspection guidelines for condition inspections and consumption curves.

Annual desktop revaluations are also conducted to ensure that there are no material changes within the asset portfolios. This is generally undertaken through assessing a sample dataset of the asset category or a high-level indexation exercise across the asset category, with respect to changes in the unit rates and conditions.

Methodologies and guidance on undertaking both comprehensive and desktop revaluations are stored within the Promapp process management system (Section 3.6).

10.3.3 Financial sustainability of service delivery

There are four key indicators of sustainable service delivery that are considered in this AMP. These indicators are:

- Buildings and infrastructure renewals ratio, as calculated and reported in our Annual Financial Statements
- Infrastructure backlog ratio, as calculated and reported in our Annual Financial Statements
- Asset renewal funding ratio
- Asset sustainability ratio

In addition to the above ratios, we also consider our long-term forecasted costs required by our infrastructure asset portfolios, over the 10 year planning period of this AMP.

10.3.3.1 Buildings and Infrastructure Renewals Ratio

The Buildings and Infrastructure Renewals is an indicator calculated and presented annually in our Financial Statements. It is calculated by:

$$\frac{\text{Asset renewals (actual / as per LTFP)}}{\text{Depreciation, amortisation and impairment}}$$

The ratio also includes works in progress (WIP) within the asset renewals figure.

Our Asset Renewal Ratio for FY 22/23 is:

Table 24 Buildings and Infrastructure Renewals Ratio

	Target	FY 22/23	FY 21/22
Asset Renewal Ratio	100 %	131 %	113 %

Note: These figures include Kimbriki infrastructure assets, valued at approximately \$5.14 million (GRC) and \$4.08 million (WDV), and also include significant storm-related grants and additional re-prioritised renewals.

The Buildings and Infrastructure Renewals Ratio is an important indicator that indicates whether our renewal investments are exceeding that of our consumption of our assets (i.e. depreciation).

Table 25 shows the Buildings and Infrastructure Renewals Ratio for FY 22/23 across the asset classes.

Table 25 Buildings and Infrastructure Renewals Ratio across Asset Classes

Asset Class	FY 22/23 Buildings and Infrastructure Renewals Ratio	Target
Bridges	208 %	100% in total
Buildings	160 %	
Footpaths	195 %	
Other Infrastructure	225 %	
Open Space / Recreational Assets	59 %	
Roads – Sealed Roads	108 %	
Roads – Unsealed Roads	1658 %	
Roads – Other Road Assets	146 %	
Stormwater Assets	97 %	
Swimming Pools	388 %	

10.3.3.2 Infrastructure Backlog Ratio

The Infrastructure Backlog Ratio is an indicator calculated and presented annually in our Financial Statements. It is calculated by:

$$\frac{\text{Estimated cost to bring assets to a satisfactory standard}}{\text{Net carrying amount of infrastructure assets}}$$

The ratio also includes works in progress (WIP) within the asset renewals figure.

Our Asset Renewal Ratio for FY 22/23 is:

Table 26 Infrastructure Backlog Ratio

	Target	FY 22/23	FY 21/22
Infrastructure Backlog Ratio	< 2%	1.51%	1.53%

Note: These figures include Kimbriki infrastructure assets, valued at approximately \$5.14 million (GRC) and \$4.08 million (WDV).

The infrastructure backlog ratio shows the infrastructure backlog in proportion to the total written down value (the value of an asset after accounting for depreciation, reflecting the asset's present worth) of a council's infrastructure. A ratio of less than 2% is considered the benchmark.

10.3.3.3 Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio³¹ is calculated by:

$$\frac{\text{Capital Renewal Planned Budget (as per LTFP)}}{\text{Capital Renewal Forecast Outlays (as per AMP)}}$$

This indicator is calculated over a 10 year period and demonstrates the organisation's ability to provide the required funds for the optimal renewal of our assets. The Capital Renewal Forecast Outlays includes unfunded renewal priorities.

³¹ International Infrastructure Financial Management Manual (2020)

10.3.3.4 Asset Sustainability Ratio

The Asset Sustainability Ratio³² is calculated by:

$$\frac{\text{Capital Renewal Planned Budget (as per LTFFP)}}{\text{Annual Depreciation}}$$

This indicator is also calculated over a 10 year period and demonstrates the ratio of our planned renewal budgets against the depreciation of our assets.

Although depreciation is a long term average of consumption or deterioration of an asset, renewal needs can have peaks and troughs in shorter periods. Therefore, using depreciation as a reliable indicator for short-term assessments may not be suitable for infrastructure-intensive organisations. This indicator is included in this AMP but with caution as we continue to develop and apply the principles of our program development based on the needs of our asset portfolio.

Building and Infrastructure Renewals Ratio – Including four year forecast average and total over 10 years - by asset category

	ACTUAL	Year 1	Year 2	Year 3	Year 4	4 Year	10 Year
	2023	2025	2026	2027	2028	Average	Total
Asset Renewals (Building and Infrastructure)							
Depreciation, Amortisation and Impairment	131%	100%	96%	95%	93%	96%	94%
Renewal Ratio by Asset Category							
- Buildings	160%	119%	82%	77%	78%	89%	86%
- Roads Sealed	108%	92%	95%	104%	100%	98%	97%
- Roads Unsealed	1658%	0%	0%	0%	0%	0%	0%
- Bridges	208%	270%	310%	24%	0%	151%	60%
- Footpaths	195%	99%	120%	156%	153%	132%	135%
- Other Road Assets	146%	78%	77%	114%	113%	95%	104%
- Stormwater Drainage	97%	79%	98%	100%	100%	94%	97%
- Swimming Pools	388%	351%	133%	223%	191%	224%	221%
- Other Open	59%						
Space/Recreational Assets		81%	132%	108%	101%	106%	95%
- Other Infrastructure	225%	101%	55%	14%	32%	51%	39%

10.4 Financial forecasts

This AMP has identified the forecasted operations, maintenance and renewal costs, required to provide the agreed levels of service to the community over the next 10 years.

This forecast is aligned to our LTFFP and proposed budgets to identify any shortfalls in funding the requirements of this AMP. The forecast also looks at our financial indicators over the period to determine our financial sustainability over the 10-year period.

Table 51 below summarises the various capital and operational programs presented in this AMP, as well as a comparison to the Council's LTFFP.

³² International Infrastructure Financial Management Manual (2020)

Table 26 10-Year Financial Forecast - Capital Expenditure – All Infrastructure

ALL INFRASTRUCTURE \$'000		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
LTFP	Index - CPI	3.40%	3.20%	2.50%	2.50%	2.50%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%
	Capital Expenditure	\$70,403	\$86,884	\$70,662	\$54,113	\$51,763	\$51,718	\$55,018	\$54,975	\$57,312	\$56,984	\$62,613
	Operational & Maintenance Expenditure	\$46,335	\$43,615	\$45,170	\$46,613	\$47,917	\$49,175	\$50,440	\$51,761	\$53,109	\$54,553	\$56,024
	Estimated Annual Depreciation	\$35,730	\$38,104	\$39,806	\$41,597	\$42,916	\$44,310	\$45,598	\$46,975	\$48,419	\$49,842	\$51,364
	Forecasted Annual Renewal Ratio	107%	100%	96%	95%	93%	95%	94%	92%	92%	90%	90%

ASSET MANAGEMENT PLANS	FUNDED RENEWALS											
	Renewals - ALL	\$38,387	\$37,961	\$38,256	\$39,346	\$39,955	\$41,892	\$42,702	\$43,059	\$44,550	\$45,061	\$46,137
	FUNDED CAPITAL NEW											
	New - ALL	\$32,016	\$48,924	\$32,406	\$14,767	\$11,808	\$9,826	\$12,316	\$11,916	\$12,762	\$11,923	\$16,476
	TOTAL CAPITAL EXPENDITURE	\$70,403	\$86,884	\$70,662	\$54,113	\$51,763	\$51,718	\$55,018	\$54,975	\$57,312	\$56,984	\$62,613
	Maintenance Expenditure	\$24,407	\$23,404	\$23,990	\$24,589	\$25,204	\$25,809	\$26,428	\$27,063	\$27,712	\$28,405	\$29,115
	Operations Expenditure	\$21,928	\$20,211	\$20,716	\$21,234	\$21,765	\$22,287	\$22,822	\$23,370	\$23,930	\$24,529	\$25,142
	Additional maintenance exp for new assets	\$0	\$0	\$275	\$472	\$584	\$681	\$758	\$856	\$954	\$1,065	\$1,175
	Additional operations exp for assets	\$0	\$0	\$190	\$319	\$364	\$399	\$433	\$473	\$512	\$554	\$592
	TOTAL MAINTENANCE & OPERATIONAL EXPENDITURE	\$46,335	\$43,615	\$45,170	\$46,613	\$47,917	\$49,175	\$50,440	\$51,761	\$53,109	\$54,553	\$56,024
	TOTAL LIFE CYCLE EXPENDITURE - funded	\$116,738	\$130,499	\$115,831	\$100,727	\$99,680	\$100,894	\$105,459	\$106,736	\$110,421	\$111,537	\$118,637

ALL INFRASTRUCTURE \$'000	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Unfunded Renewals	\$0	\$12,201	\$12,567	\$12,944	\$13,333	\$13,719	\$14,117	\$14,527	\$14,948	\$15,396	\$15,858
Unfunded Renewals - Service Uplift	\$0	\$1,423	\$1,465	\$1,509	\$1,555	\$1,600	\$1,646	\$1,694	\$1,743	\$1,795	\$1,849
Unfunded New	\$0	\$3,598	\$3,706	\$3,818	\$3,932	\$4,046	\$4,163	\$4,284	\$4,408	\$4,541	\$4,677
Unfunded New - Service Uplift	\$0	\$1,510	\$1,555	\$1,602	\$1,650	\$1,698	\$1,747	\$1,798	\$1,850	\$1,906	\$1,963
TOTAL UNFUNDED CAPITAL EXPENDITURE	\$0	\$18,732	\$19,294	\$19,873	\$20,469	\$21,063	\$21,674	\$22,302	\$22,949	\$23,638	\$24,347
Unfunded Maintenance and Operations	\$3,437	\$3,547	\$3,636	\$3,727	\$3,820	\$3,911	\$4,005	\$4,101	\$4,200	\$4,305	\$4,412
Unfunded Maintenance and Operations - Service Uplift	\$0	\$4,140	\$4,244	\$4,350	\$4,459	\$4,566	\$4,675	\$4,788	\$4,902	\$5,025	\$5,151
TOTAL UNFUNDED MAINTENANCE AND OPERATIONS	\$3,437	\$7,687	\$7,880	\$8,077	\$8,278	\$8,477	\$8,681	\$8,889	\$9,102	\$9,330	\$9,563
TOTAL UNFUNDED EXPENDITURE	\$3,437	\$26,420	\$27,174	\$27,950	\$28,748	\$29,540	\$30,355	\$31,191	\$32,052	\$32,968	\$33,910

Table 27 10-Year Financial Forecast - Capital Expenditure – Roads and Other Road Assets

ROADS + OTHER ROADS \$'000		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
LTFP	Index - CPI	3.40%	3.20%	2.50%	2.50%	2.50%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%
	Capital Expenditure	\$19,631	\$19,486	\$20,202	\$15,722	\$14,162	\$15,223	\$15,491	\$15,567	\$15,561	\$15,675	\$18,361
	Operational & Maintenance Expenditure	\$11,874	\$8,877	\$9,196	\$9,522	\$9,788	\$10,036	\$10,299	\$10,568	\$10,841	\$11,129	\$11,423
	Estimated Annual Depreciation	\$10,386	\$10,970	\$11,533	\$12,233	\$12,525	\$12,879	\$13,237	\$13,604	\$13,981	\$14,367	\$14,773
	Forecasted Annual Renewal Ratio	117%	89%	91%	106%	102%	101%	101%	100%	99%	99%	98%

ASSET MANAGEMENT PLANS	FUNDED RENEWALS											
	Renewals - Roads and Other Road Assets	\$12,175	\$9,790	\$10,547	\$12,940	\$12,791	\$13,050	\$13,315	\$13,586	\$13,876	\$14,175	\$14,482
	FUNDED CAPITAL NEW											
	New - Roads and Other Road Assets	\$7,456	\$9,695	\$9,654	\$2,782	\$1,371	\$2,172	\$2,176	\$1,980	\$1,685	\$1,500	\$3,878
	TOTAL CAPITAL EXPENDITURE	\$19,631	\$19,486	\$20,202	\$15,722	\$14,162	\$15,223	\$15,491	\$15,567	\$15,561	\$15,675	\$18,361
	Maintenance Expenditure	\$5,227	\$3,907	\$4,005	\$4,105	\$4,208	\$4,309	\$4,412	\$4,518	\$4,626	\$4,742	\$4,860
	Operations Expenditure	\$6,648	\$4,970	\$5,094	\$5,221	\$5,352	\$5,480	\$5,612	\$5,746	\$5,884	\$6,031	\$6,182
	Additional maintenance exp for new assets	\$0	\$0	\$39	\$78	\$91	\$99	\$110	\$122	\$132	\$142	\$152
	Additional operations exp for assets	\$0	\$0	\$58	\$118	\$137	\$149	\$165	\$182	\$199	\$214	\$228
	TOTAL MAINTENANCE & OPERATIONAL EXPENDITURE	\$11,874	\$8,877	\$9,196	\$9,522	\$9,788	\$10,036	\$10,299	\$10,568	\$10,841	\$11,129	\$11,423
	TOTAL LIFE CYCLE EXPENDITURE	\$31,506	\$28,362	\$29,397	\$25,244	\$23,949	\$25,259	\$25,790	\$26,135	\$26,402	\$26,804	\$29,783

ROADS + OTHER ROADS \$'000		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
	Unfunded Renewals	\$0	\$4,046	\$4,167	\$4,292	\$4,421	\$4,549	\$4,681	\$4,817	\$4,956	\$5,105	\$5,258
	Unfunded Renewals - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Unfunded New	\$0	\$863	\$889	\$916	\$943	\$971	\$999	\$1,028	\$1,058	\$1,089	\$1,122
	Unfunded New - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL UNFUNDED CAPITAL EXPENDITURE	\$0	\$4,909	\$5,056	\$5,208	\$5,364	\$5,520	\$5,680	\$5,844	\$6,014	\$6,194	\$6,380
	Unfunded Maintenance and Operations	\$1,310	\$1,352	\$1,386	\$1,420	\$1,456	\$1,491	\$1,527	\$1,563	\$1,601	\$1,641	\$1,682
	Unfunded Maintenance and Operations - Service Uplift	\$0	\$341	\$349	\$358	\$367	\$376	\$385	\$394	\$403	\$413	\$424
	TOTAL UNFUNDED MAINTENANCE AND OPERATIONS	\$1,310	\$1,692	\$1,735	\$1,778	\$1,823	\$1,866	\$1,911	\$1,957	\$2,004	\$2,054	\$2,105
	TOTAL UNFUNDED EXPENDITURE	\$1,310	\$6,601	\$6,791	\$6,986	\$7,187	\$7,386	\$7,591	\$7,801	\$8,018	\$8,248	\$8,485

Table 28 10-Year Financial Forecast - Capital Expenditure – Bridges

BRIDGES \$'000		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
LTFP	Index - CPI	3.40%	3.20%	2.50%	2.50%	2.50%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%
	Capital Expenditure	\$1,199	\$3,809	\$1,022	\$80	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Operational & Maintenance Expenditure	\$2	\$2	\$32	\$33	\$34	\$35	\$35	\$36	\$37	\$38	\$39
	Estimated Annual Depreciation	\$275	\$303	\$330	\$339	\$347	\$356	\$364	\$373	\$382	\$391	\$401
	Forecasted Annual Renewal Ratio	374%	270%	310%	24%	0%	0%	0%	0%	0%	0%	0%

ASSET MANAGEMENT PLANS	FUNDED RENEWALS											
	Renewals - Bridges	\$1,028	\$818	\$1,022	\$80	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	FUNDED CAPITAL NEW											
	New - Bridges	\$171	\$2,990	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL CAPITAL EXPENDITURE	\$1,199	\$3,809	\$1,022	\$80	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Maintenance Expenditure	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
	Operations Expenditure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1	\$1	\$1
	Additional maintenance exp for new assets	\$0	\$0	\$24	\$25	\$25	\$26	\$26	\$27	\$28	\$28	\$29
	Additional operations exp for assets	\$0	\$0	\$6	\$6	\$6	\$6	\$7	\$7	\$7	\$7	\$7
	TOTAL MAINTENANCE & OPERATIONAL EXPENDITURE	\$2	\$2	\$32	\$33	\$34	\$35	\$35	\$36	\$37	\$38	\$39
TOTAL LIFE CYCLE EXPENDITURE	\$1,201	\$3,811	\$1,054	\$113	\$34	\$35	\$35	\$36	\$37	\$38	\$39	

BRIDGES \$'000	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Unfunded Renewals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded Renewals - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded New	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded New - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL UNFUNDED CAPITAL EXPENDITURE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded Maintenance and Operations	\$80	\$83	\$85	\$87	\$89	\$91	\$93	\$95	\$98	\$100	\$103
Unfunded Maintenance and Operations - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL UNFUNDED MAINTENANCE AND OPERATIONS	\$80	\$83	\$85	\$87	\$89	\$91	\$93	\$95	\$98	\$100	\$103
TOTAL UNFUNDED EXPENDITURE	\$80	\$83	\$85	\$87	\$89	\$91	\$93	\$95	\$98	\$100	\$103

Table 29 10-Year Financial Forecast - Capital Expenditure – Footpaths

FOOTPATHS \$'000		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
LTFP	Index - CPI	3.40%	3.20%	2.50%	2.50%	2.50%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%
	Capital Expenditure	\$7,086	\$6,851	\$4,395	\$5,888	\$5,410	\$6,041	\$6,065	\$5,568	\$5,640	\$7,671	\$8,419
	Operational & Maintenance Expenditure	\$1,782	\$1,839	\$1,935	\$2,008	\$2,090	\$2,166	\$2,250	\$2,336	\$2,418	\$2,505	\$2,618
	Estimated Annual Depreciation	\$1,472	\$1,870	\$1,577	\$1,753	\$1,826	\$1,897	\$1,973	\$2,050	\$2,127	\$2,131	\$2,231
	Forecasted Annual Renewal Ratio	128%	99%	120%	156%	153%	150%	147%	144%	142%	120%	117%

ASSET MANAGEMENT PLANS	FUNDED RENEWALS											
	Renewals - Footpaths	\$1,888	\$1,851	\$1,895	\$2,738	\$2,790	\$2,842	\$2,895	\$2,948	\$3,020	\$2,551	\$2,615
	FUNDED CAPITAL NEW											
	New - Footpaths	\$5,198	\$5,000	\$2,500	\$3,150	\$2,620	\$3,199	\$3,170	\$2,620	\$2,620	\$5,120	\$5,804
	TOTAL CAPITAL EXPENDITURE	\$7,086	\$6,851	\$4,395	\$5,888	\$5,410	\$6,041	\$6,065	\$5,568	\$5,640	\$7,671	\$8,419
	Maintenance Expenditure	\$1,603	\$1,655	\$1,696	\$1,739	\$1,782	\$1,825	\$1,869	\$1,913	\$1,959	\$2,008	\$2,058
	Operations Expenditure	\$178	\$184	\$188	\$193	\$198	\$203	\$208	\$213	\$218	\$223	\$229
	Additional maintenance exp for new assets	\$0	\$0	\$45	\$69	\$99	\$125	\$156	\$189	\$217	\$246	\$298
	Additional operations exp for assets	\$0	\$0	\$5	\$8	\$11	\$14	\$17	\$21	\$24	\$27	\$33
	TOTAL MAINTENANCE & OPERATIONAL EXPENDITURE	\$1,782	\$1,839	\$1,935	\$2,008	\$2,090	\$2,166	\$2,250	\$2,336	\$2,418	\$2,505	\$2,618
	TOTAL LIFE CYCLE EXPENDITURE	\$8,868	\$8,690	\$6,330	\$7,895	\$7,500	\$8,207	\$8,315	\$7,904	\$8,057	\$10,176	\$11,038

FOOTPATHS \$'000	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Unfunded Renewals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded Renewals - Service Uplift	\$0	\$780	\$803	\$828	\$852	\$877	\$902	\$929	\$956	\$984	\$1,014
Unfunded New	\$0	\$728	\$750	\$772	\$796	\$819	\$842	\$867	\$892	\$919	\$946
Unfunded New - Service Uplift	\$0	\$780	\$803	\$828	\$852	\$877	\$902	\$929	\$956	\$984	\$1,014
TOTAL UNFUNDED CAPITAL EXPENDITURE	\$0	\$2,288	\$2,357	\$2,427	\$2,500	\$2,573	\$2,647	\$2,724	\$2,803	\$2,887	\$2,974
Unfunded Maintenance and Operations	\$57	\$59	\$60	\$62	\$63	\$65	\$66	\$68	\$70	\$71	\$73
Unfunded Maintenance and Operations - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL UNFUNDED MAINTENANCE AND OPERATIONS	\$57	\$59	\$60	\$62	\$63	\$65	\$66	\$68	\$70	\$71	\$73
TOTAL UNFUNDED EXPENDITURE	\$57	\$2,347	\$2,417	\$2,489	\$2,564	\$2,638	\$2,714	\$2,792	\$2,873	\$2,959	\$3,047

Table 30 10-Year Financial Forecast - Capital Expenditure – Stormwater

STORMWATER \$'000		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
LTFP	Index - CPI	3.40%	3.20%	2.50%	2.50%	2.50%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%
	Capital Expenditure	\$8,428	\$10,122	\$9,047	\$9,360	\$9,532	\$10,452	\$10,627	\$10,856	\$10,649	\$11,046	\$11,399
	Operational & Maintenance Expenditure	\$3,354	\$3,462	\$3,573	\$3,672	\$3,773	\$3,874	\$3,980	\$4,089	\$4,200	\$4,316	\$4,437
	Estimated Annual Depreciation	\$6,395	\$6,565	\$7,213	\$7,413	\$7,619	\$7,830	\$8,044	\$8,262	\$8,486	\$8,714	\$8,956
	Forecasted Annual Renewal Ratio	104%	79%	98%	100%	100%	100%	99%	99%	99%	99%	98%

ASSET MANAGEMENT PLANS	FUNDED RENEWALS											
	Renewals - Stormwater	\$6,677	\$5,167	\$7,105	\$7,431	\$7,615	\$7,798	\$7,985	\$8,177	\$8,381	\$8,591	\$8,805
	FUNDED CAPITAL NEW											
	New - Stormwater	\$1,751	\$4,955	\$1,942	\$1,930	\$1,917	\$2,654	\$2,642	\$2,680	\$2,268	\$2,456	\$2,594
	TOTAL CAPITAL EXPENDITURE	\$8,428	\$10,122	\$9,047	\$9,360	\$9,532	\$10,452	\$10,627	\$10,856	\$10,649	\$11,046	\$11,399
	Maintenance Expenditure	\$2,180	\$2,250	\$2,306	\$2,364	\$2,423	\$2,481	\$2,541	\$2,602	\$2,664	\$2,731	\$2,799
	Operations Expenditure	\$1,174	\$1,212	\$1,242	\$1,273	\$1,305	\$1,336	\$1,368	\$1,401	\$1,435	\$1,470	\$1,507
	Additional maintenance exp for new assets	\$0	\$0	\$16	\$23	\$30	\$37	\$46	\$56	\$66	\$75	\$85
	Additional operations exp for assets	\$0	\$0	\$9	\$12	\$16	\$20	\$25	\$30	\$35	\$40	\$46
	TOTAL MAINTENANCE & OPERATIONAL EXPENDITURE	\$3,354	\$3,462	\$3,573	\$3,672	\$3,773	\$3,874	\$3,980	\$4,089	\$4,200	\$4,316	\$4,437
	TOTAL LIFE CYCLE EXPENDITURE	\$11,782	\$13,584	\$12,620	\$13,032	\$13,305	\$14,326	\$14,607	\$14,945	\$14,849	\$15,363	\$15,836

STORMWATER \$'000	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Unfunded Renewals	\$0	\$1,914	\$1,971	\$2,030	\$2,091	\$2,152	\$2,214	\$2,278	\$2,344	\$2,415	\$2,487
Unfunded Renewals - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded New	\$0	\$1,425	\$1,468	\$1,512	\$1,557	\$1,602	\$1,649	\$1,696	\$1,746	\$1,798	\$1,852
Unfunded New - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL UNFUNDED CAPITAL EXPENDITURE	\$0	\$3,338	\$3,439	\$3,542	\$3,648	\$3,754	\$3,863	\$3,975	\$4,090	\$4,213	\$4,339
Unfunded Maintenance and Operations	\$420	\$433	\$444	\$455	\$467	\$478	\$489	\$501	\$513	\$526	\$539
Unfunded Maintenance and Operations - Service Uplift	\$0	\$2,076	\$2,128	\$2,182	\$2,236	\$2,290	\$2,345	\$2,401	\$2,459	\$2,520	\$2,583
TOTAL UNFUNDED MAINTENANCE AND OPERATIONS	\$420	\$2,510	\$2,573	\$2,637	\$2,703	\$2,768	\$2,834	\$2,902	\$2,972	\$3,046	\$3,122
TOTAL UNFUNDED EXPENDITURE	\$420	\$5,848	\$6,011	\$6,179	\$6,351	\$6,521	\$6,697	\$6,877	\$7,062	\$7,259	\$7,461

Table 31 10-Year Financial Forecast - Capital Expenditure – Open Space

OPEN SPACE \$'000		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
LTFP	Index - CPI	3.40%	3.20%	2.50%	2.50%	2.50%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%
	Capital Expenditure	\$19,720	\$11,779	\$15,100	\$9,400	\$8,492	\$7,447	\$10,008	\$10,349	\$11,755	\$8,547	\$10,041
	Operational & Maintenance Expenditure	\$6,081	\$6,276	\$6,509	\$6,757	\$6,963	\$7,159	\$7,349	\$7,569	\$7,797	\$8,054	\$8,283
	Estimated Annual Depreciation	\$4,593	\$5,163	\$4,926	\$5,268	\$5,522	\$5,767	\$5,985	\$6,270	\$6,563	\$6,909	\$7,191
	Forecasted Annual Renewal Ratio	143%	81%	132%	108%	101%	98%	95%	91%	85%	82%	81%

ASSET MANAGEMENT PLANS	FUNDED RENEWALS											
	Renewals - Open Space	\$6,571	\$4,171	\$6,507	\$5,690	\$5,592	\$5,647	\$5,681	\$5,713	\$5,565	\$5,699	\$5,841
	FUNDED CAPITAL NEW											
	New - Open Space	\$13,149	\$7,609	\$8,593	\$3,710	\$2,900	\$1,800	\$4,328	\$4,636	\$6,190	\$2,848	\$4,200
	TOTAL CAPITAL EXPENDITURE	\$19,720	\$11,779	\$15,100	\$9,400	\$8,492	\$7,447	\$10,008	\$10,349	\$11,755	\$8,547	\$10,041
	Maintenance Expenditure	\$4,865	\$5,020	\$5,146	\$5,275	\$5,406	\$5,536	\$5,669	\$5,805	\$5,944	\$6,093	\$6,245
	Operations Expenditure	\$1,216	\$1,255	\$1,286	\$1,319	\$1,352	\$1,384	\$1,417	\$1,451	\$1,486	\$1,523	\$1,561
	Additional maintenance exp for new assets	\$0	\$0	\$61	\$131	\$164	\$191	\$210	\$250	\$293	\$350	\$381
	Additional operations exp for assets	\$0	\$0	\$15	\$33	\$41	\$48	\$53	\$62	\$73	\$87	\$95
	TOTAL MAINTENANCE & OPERATIONAL EXPENDITURE	\$6,081	\$6,276	\$6,509	\$6,757	\$6,963	\$7,159	\$7,349	\$7,569	\$7,797	\$8,054	\$8,283
TOTAL LIFE CYCLE EXPENDITURE	\$25,801	\$18,055	\$21,608	\$16,157	\$15,455	\$14,606	\$17,358	\$17,918	\$19,552	\$16,600	\$18,325	

OPEN SPACE \$'000	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Unfunded Renewals	\$0	\$530	\$546	\$563	\$580	\$596	\$614	\$631	\$650	\$669	\$689
Unfunded Renewals - Service Uplift	\$0	\$156	\$161	\$166	\$170	\$175	\$180	\$186	\$191	\$197	\$203
Unfunded New	\$0	\$582	\$600	\$618	\$636	\$655	\$674	\$693	\$714	\$735	\$757
Unfunded New - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL UNFUNDED CAPITAL EXPENDITURE	\$0	\$1,269	\$1,307	\$1,346	\$1,386	\$1,427	\$1,468	\$1,511	\$1,554	\$1,601	\$1,649
Unfunded Maintenance and Operations	\$470	\$485	\$497	\$510	\$522	\$535	\$548	\$561	\$574	\$589	\$603
Unfunded Maintenance and Operations - Service Uplift	\$0	\$1,723	\$1,767	\$1,811	\$1,856	\$1,900	\$1,946	\$1,993	\$2,041	\$2,092	\$2,144
TOTAL UNFUNDED MAINTENANCE AND OPERATIONS	\$470	\$2,208	\$2,264	\$2,320	\$2,378	\$2,435	\$2,494	\$2,554	\$2,615	\$2,680	\$2,747
TOTAL UNFUNDED EXPENDITURE	\$470	\$3,477	\$3,571	\$3,666	\$3,765	\$3,862	\$3,962	\$4,064	\$4,169	\$4,281	\$4,396

Table 32 10-Year Financial Forecast - Capital Expenditure – Other Infrastructure

OTHER INFRASTRUCTURE \$'000		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
LTFP	Index - CPI	3.40%	3.20%	2.50%	2.50%	2.50%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%
	Capital Expenditure	\$2,791	\$6,532	\$5,267	\$3,598	\$3,941	\$959	\$977	\$995	\$1,014	\$1,035	\$1,057
	Operational & Maintenance Expenditure	\$3,973	\$4,100	\$4,241	\$4,384	\$4,526	\$4,664	\$4,776	\$4,891	\$5,008	\$5,133	\$5,262
	Estimated Annual Depreciation	\$2,554	\$2,662	\$2,798	\$2,784	\$2,939	\$3,041	\$3,116	\$3,193	\$3,272	\$3,353	\$3,439
	Forecasted Annual Renewal Ratio	54%	101%	55%	14%	32%	32%	31%	31%	31%	31%	31%

ASSET MANAGEMENT PLANS	FUNDED RENEWALS											
	Renewals - Other Infrastructure	\$1,368	\$2,697	\$1,530	\$402	\$941	\$959	\$977	\$995	\$1,014	\$1,035	\$1,057
	FUNDED CAPITAL NEW											
	New - Other Infrastructure	\$1,423	\$3,836	\$3,737	\$3,196	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL CAPITAL EXPENDITURE	\$2,791	\$6,532	\$5,267	\$3,598	\$3,941	\$959	\$977	\$995	\$1,014	\$1,035	\$1,057
	Maintenance Expenditure	\$3,178	\$3,280	\$3,362	\$3,446	\$3,532	\$3,617	\$3,704	\$3,792	\$3,883	\$3,981	\$4,080
	Operations Expenditure	\$795	\$820	\$840	\$861	\$883	\$904	\$926	\$948	\$971	\$995	\$1,020
	Additional maintenance exp for new assets	\$0	\$0	\$31	\$61	\$88	\$115	\$117	\$120	\$123	\$126	\$129
	Additional operations exp for assets	\$0	\$0	\$8	\$15	\$22	\$29	\$29	\$30	\$31	\$32	\$32
	TOTAL MAINTENANCE & OPERATIONAL EXPENDITURE	\$3,973	\$4,100	\$4,241	\$4,384	\$4,526	\$4,664	\$4,776	\$4,891	\$5,008	\$5,133	\$5,262
TOTAL LIFE CYCLE EXPENDITURE	\$6,763	\$10,632	\$9,508	\$7,982	\$8,467	\$5,623	\$5,753	\$5,886	\$6,022	\$6,168	\$6,319	

OTHER INFRASTRUCTURE \$'000	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Unfunded Renewals	\$0	\$2,480	\$2,555	\$2,631	\$2,710	\$2,789	\$2,870	\$2,953	\$3,039	\$3,130	\$3,224
Unfunded Renewals - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded New	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded New - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL UNFUNDED CAPITAL EXPENDITURE	\$0	\$2,480	\$2,555	\$2,631	\$2,710	\$2,789	\$2,870	\$2,953	\$3,039	\$3,130	\$3,224
Unfunded Maintenance and Operations	\$200	\$206	\$212	\$217	\$222	\$228	\$233	\$239	\$244	\$250	\$257
Unfunded Maintenance and Operations - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL UNFUNDED MAINTENANCE AND OPERATIONS	\$200	\$206	\$212	\$217	\$222	\$228	\$233	\$239	\$244	\$250	\$257
TOTAL UNFUNDED EXPENDITURE	\$200	\$2,687	\$2,766	\$2,848	\$2,933	\$3,017	\$3,103	\$3,192	\$3,283	\$3,380	\$3,481

Table 33 10-Year Financial Forecast - Capital Expenditure – Swimming Pools

SWIMMING POOLS \$'000		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
LTFP	Index - CPI	3.40%	3.20%	2.50%	2.50%	2.50%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%
	Capital Expenditure	\$1,175	\$1,280	\$791	\$1,410	\$1,232	\$1,675	\$1,693	\$941	\$1,730	\$1,772	\$1,817
	Operational & Maintenance Expenditure	\$944	\$974	\$999	\$1,024	\$1,049	\$1,074	\$1,100	\$1,127	\$1,154	\$1,182	\$1,212
	Estimated Annual Depreciation	\$260	\$365	\$595	\$633	\$646	\$681	\$702	\$697	\$744	\$767	\$792
	Forecasted Annual Renewal Ratio	452%	351%	133%	223%	191%	246%	241%	135%	233%	231%	229%

ASSET MANAGEMENT PLANS	FUNDED RENEWALS											
	Renewals - Swimming Pools	\$1,175	\$1,280	\$791	\$1,410	\$1,232	\$1,675	\$1,693	\$941	\$1,730	\$1,772	\$1,817
	FUNDED CAPITAL NEW											
	New - Swimming Pools	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL CAPITAL EXPENDITURE	\$1,175	\$1,280	\$791	\$1,410	\$1,232	\$1,675	\$1,693	\$941	\$1,730	\$1,772	\$1,817
	Maintenance Expenditure	\$755	\$779	\$799	\$819	\$839	\$859	\$880	\$901	\$923	\$946	\$970
	Operations Expenditure	\$189	\$195	\$200	\$205	\$210	\$215	\$220	\$225	\$231	\$236	\$242
	Additional maintenance exp for new assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Additional operations exp for assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL MAINTENANCE & OPERATIONAL EXPENDITURE	\$944	\$974	\$999	\$1,024	\$1,049	\$1,074	\$1,100	\$1,127	\$1,154	\$1,182	\$1,212
	TOTAL LIFE CYCLE EXPENDITURE	\$2,119	\$2,254	\$1,789	\$2,434	\$2,281	\$2,749	\$2,793	\$2,067	\$2,884	\$2,955	\$3,029

SWIMMING POOLS \$'000	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Unfunded Renewals	\$0	\$926	\$953	\$982	\$1,011	\$1,041	\$1,071	\$1,102	\$1,134	\$1,168	\$1,203
Unfunded Renewals - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded New	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded New - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL UNFUNDED CAPITAL EXPENDITURE	\$0	\$926	\$953	\$982	\$1,011	\$1,041	\$1,071	\$1,102	\$1,134	\$1,168	\$1,203
Unfunded Maintenance and Operations	\$100	\$103	\$106	\$108	\$111	\$114	\$117	\$119	\$122	\$125	\$128
Unfunded Maintenance and Operations - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL UNFUNDED MAINTENANCE AND OPERATIONS	\$100	\$103	\$106	\$108	\$111	\$114	\$117	\$119	\$122	\$125	\$128
TOTAL UNFUNDED EXPENDITURE	\$100	\$1,029	\$1,059	\$1,090	\$1,123	\$1,155	\$1,187	\$1,221	\$1,256	\$1,293	\$1,331

Table 34 10-Year Financial Forecast - Capital Expenditure - Buildings

BUILDINGS \$'000		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
LTFP	Index - CPI	3.40%	3.20%	2.50%	2.50%	2.50%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%
	Capital Expenditure	\$10,373	\$27,024	\$14,839	\$8,656	\$8,994	\$9,922	\$10,158	\$10,699	\$10,964	\$11,238	\$11,519
	Operational & Maintenance Expenditure	\$18,326	\$18,086	\$18,687	\$19,214	\$19,694	\$20,167	\$20,651	\$21,147	\$21,654	\$22,195	\$22,750
	Estimated Annual Depreciation	\$9,796	\$10,205	\$10,833	\$11,173	\$11,491	\$11,858	\$12,177	\$12,525	\$12,863	\$13,211	\$13,580
	Forecasted Annual Renewal Ratio	77%	119%	82%	77%	78%	84%	83%	85%	85%	85%	85%

ASSET MANAGEMENT PLANS	FUNDED RENEWALS											
	Renewals - Buildings	\$7,505	\$12,186	\$8,860	\$8,656	\$8,994	\$9,922	\$10,158	\$10,699	\$10,964	\$11,238	\$11,519
	FUNDED CAPITAL NEW											
	New - Buildings	\$2,868	\$14,838	\$5,979	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL CAPITAL EXPENDITURE	\$10,373	\$27,024	\$14,839	\$8,656	\$8,994	\$9,922	\$10,158	\$10,699	\$10,964	\$11,238	\$11,519
	Maintenance Expenditure	\$6,597	\$6,511	\$6,674	\$6,841	\$7,012	\$7,180	\$7,352	\$7,529	\$7,709	\$7,902	\$8,100
	Operations Expenditure	\$11,728	\$11,575	\$11,865	\$12,161	\$12,465	\$12,764	\$13,071	\$13,385	\$13,706	\$14,048	\$14,400
	Additional maintenance exp for new assets	\$0	\$0	\$59	\$85	\$87	\$89	\$91	\$93	\$96	\$98	\$100
	Additional operations exp for assets	\$0	\$0	\$89	\$127	\$130	\$133	\$137	\$140	\$143	\$147	\$151
	TOTAL MAINTENANCE & OPERATIONAL EXPENDITURE	\$18,326	\$18,086	\$18,687	\$19,214	\$19,694	\$20,167	\$20,651	\$21,147	\$21,654	\$22,195	\$22,750
TOTAL LIFE CYCLE EXPENDITURE	\$28,698	\$45,111	\$33,526	\$27,870	\$28,688	\$30,088	\$30,808	\$31,845	\$32,618	\$33,433	\$34,269	

BUILDINGS \$'000	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Unfunded Renewals	\$0	\$2,306	\$2,375	\$2,446	\$2,519	\$2,593	\$2,668	\$2,745	\$2,825	\$2,909	\$2,997
Unfunded Renewals - Service Uplift	\$0	\$487	\$501	\$516	\$532	\$547	\$563	\$579	\$596	\$614	\$633
Unfunded New	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unfunded New - Service Uplift	\$0	\$730	\$752	\$775	\$798	\$821	\$845	\$869	\$894	\$921	\$949
TOTAL UNFUNDED CAPITAL EXPENDITURE	\$0	\$3,522	\$3,628	\$3,737	\$3,849	\$3,961	\$4,076	\$4,194	\$4,315	\$4,445	\$4,578
Unfunded Maintenance and Operations	\$800	\$826	\$846	\$867	\$889	\$910	\$932	\$955	\$978	\$1,002	\$1,027
Unfunded Maintenance and Operations - Service Uplift	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL UNFUNDED MAINTENANCE AND OPERATIONS	\$800	\$826	\$846	\$867	\$889	\$910	\$932	\$955	\$978	\$1,002	\$1,027
TOTAL UNFUNDED EXPENDITURE	\$800	\$4,348	\$4,474	\$4,604	\$4,738	\$4,871	\$5,008	\$5,148	\$5,293	\$5,447	\$5,605

Figure 13 NBC Capital Investment

Council's 10-year Capital Investment across our Infrastructure Assets

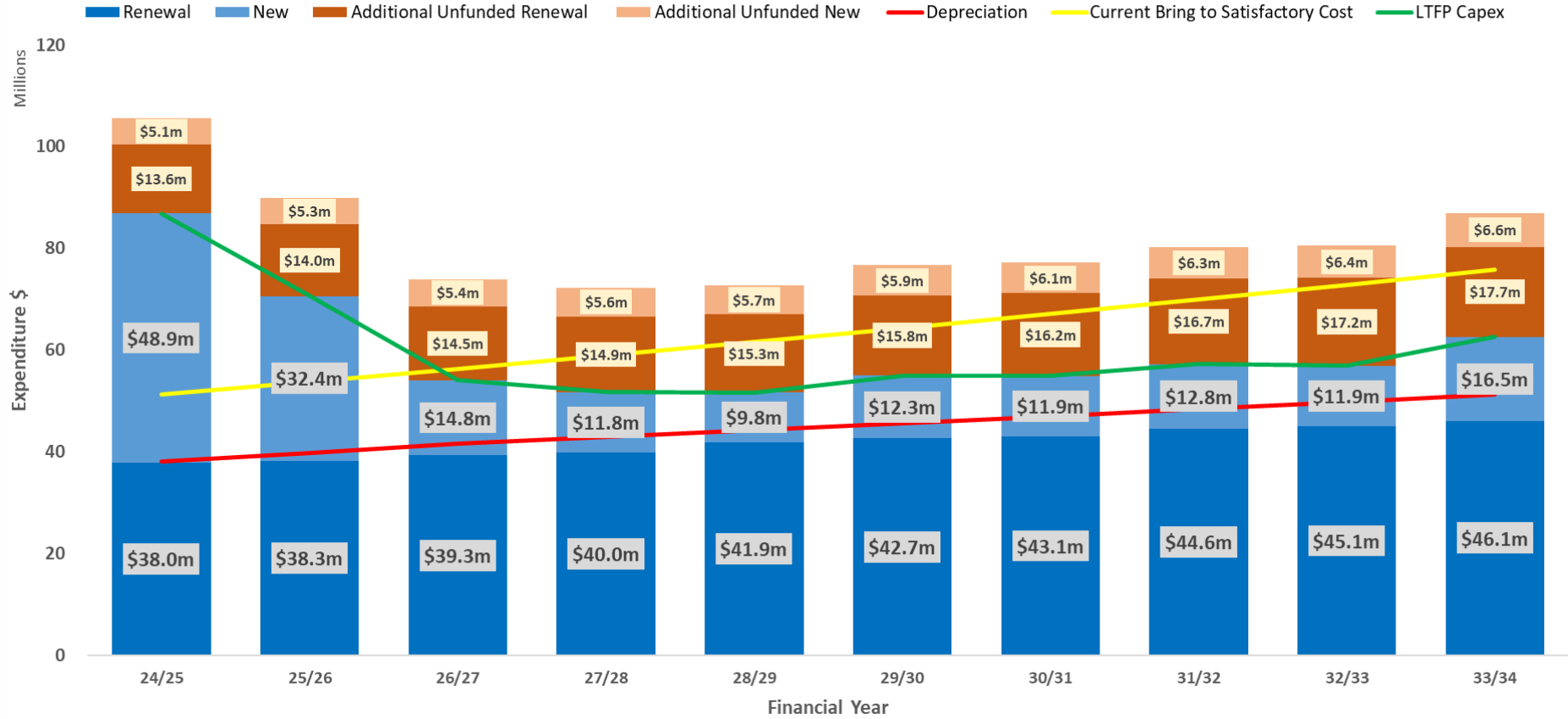
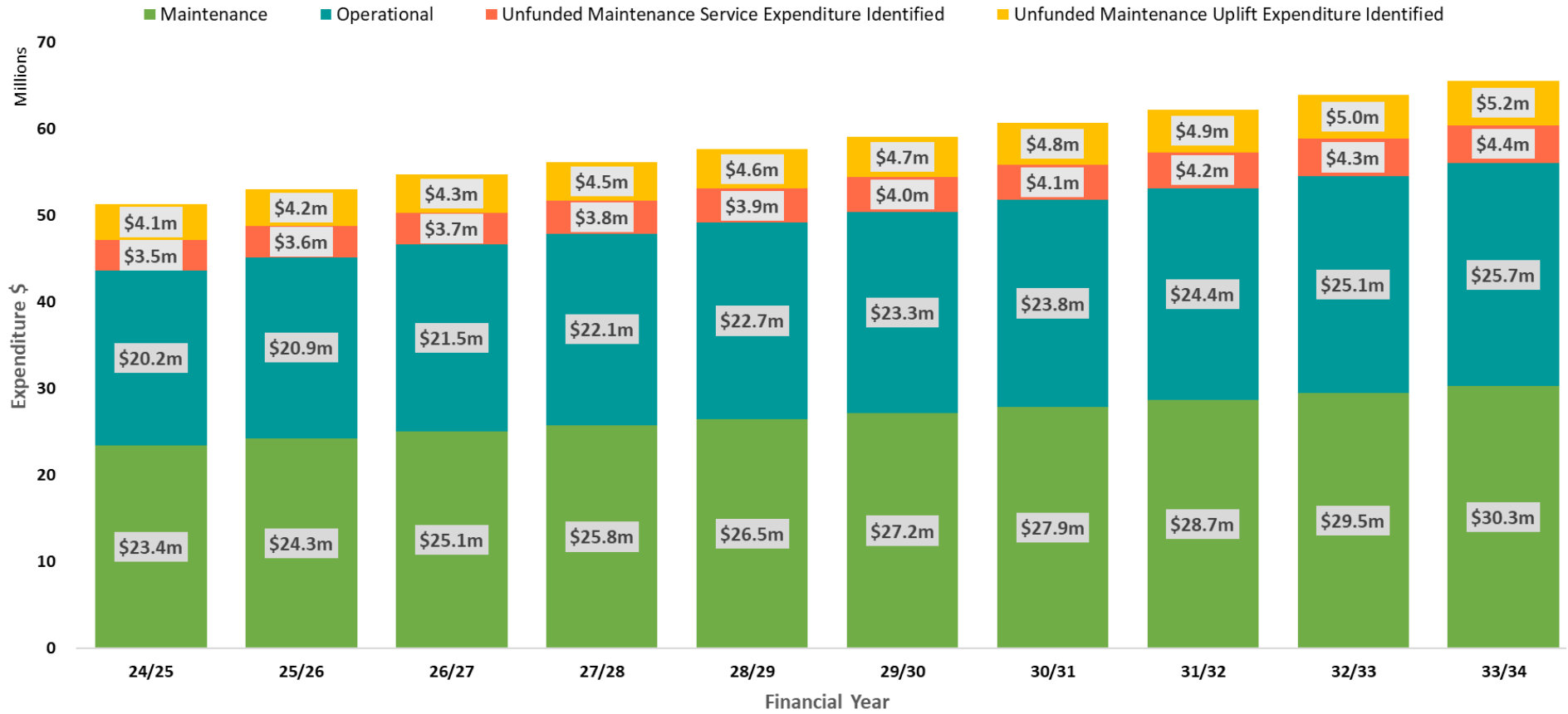


Figure 14 NBC Operational Investment

Council's 10-year Operational Investment across our Infrastructure Assets



10.5 Assumptions

The assumptions made in the financial forecast above include:

- The forecast costs, proposed budgets and valuation projections presented above are based on the best available data.
- Year 10 within this Asset Management Plan is assumed as the current LTFP
- The LTFP assumes additional maintenance expenditure from new assets is 1% of capital value (GRC) for all assets, except stormwater infrastructure which is assumed as 0.5% of capital value (GRC).
- The funded capital programs are based on Council's adopted Delivery Program. Any unfunded programs/projects have not had a funding source identified.
- The impacts of the COVID-19 pandemic have not been included in the above forecast.
- The financial figures do not include any rollovers from FY 22/23.
- Assumption made to split out maintenance and operations expenditure from LTFP, based on 2022/23 actuals.

10.6 Improvements

This Plan aligns with the revised Community Strategic Plan and its Resourcing Strategy (including the Long-Term Financial Plan (LTFP), Workforce Management Strategy and Asset Management Strategy), which were revised in 2022. As part of this process the development of the LTFP has been integrated within this AMP, to streamline the process and provide opportunities for greater modelling for areas such as the infrastructure backlog.

11. UNFUNDED PROGRAMS

A review of the current asset renewal and maintenance programs and the associated levels previously reported as Unfunded Programs has been undertaken as part of this AMP refresh. Infrastructure funding gaps have been identified within each of the sub- Asset Management Plans, highlighted in below showing a summary of funding shortfalls against the following categories:

- Asset Renewal Gap
- Asset Maintenance Gap
- Uplift in Service
- New Assets

Table 35 10-Year Unfunded Programs

Category	10-year Gap (\$m)
Renewal Gap	\$117
Maintenance Gap	\$34
Uplift in Service Gap	\$67
New Asset Gap	\$37
Total unfunded Asset Management Plan	\$255m

11.1 Asset Renewal Gap

The following Asset Renewal Program Gaps have been identified and are described in more detail in each of the sub Asset Management Plans.

11.1.1 Renewal Gap - Buildings

No	Renewal Gap Program	Renewal Gap Description	10-year Gap (\$m) \$22.2
B.R1	Sport Buildings Renewal Program	Critical Asset Renewal Program - Grandstands Jamieson Park Sports Amenities and Clubhouse Rebuild Project	\$2.5
B.R2	Disability Inclusion Action Plan (DIAP) Program	Disability Inclusion Action Plan (DIAP) Program	\$1.3
B.R3	Theatre Renewal Program	Glen St Theatre Specialised Fitout Renewal Program	\$1.6
B.R4	Heritage Building Renewal Program	Heritage Building Renewal Program	\$0.4
B.R5	Operational Buildings Renewal Program	Operational Buildings Renewal Program Energy Efficient Solar PV Renewal Project Roof Access System Installation Program Hazardous Material Remediation Program - additional costs over renewal	\$5.7
B.R6	Technical Building Plant Renewal Program	Technical Building Plant Renewal Program - aircon etc.	\$7.5
B.R7	Warringah Aquatic Centre (WAC) Renewal Programs	Additional funding required to maintain WAC operating until renewal	\$3.0

11.1.2 Renewal Gap - Roads, Footpaths and Other Transport Infrastructure

No	Renewal Gap Program	Renewal Gap Description	10-year Gap (\$m) \$38.9m
R.R1	Road Renewal Program	Condition 4 & 5 assets based on Feb 2024 Condition Assessment	\$24.8
R.R2	Retaining Renewal Program	High-risk priority Retaining Walls, Cuttings and Embankments Renewals	\$6.3
R.R3	Kerb & Gutter Renewal Program	Renewal of aging infrastructure & street tree impacts	\$4.0
R.R4	Carpark Renewal Program	Carpark Renewal Program	\$2.3
R.R5	Bus stop Renewal Program	DDA compliance for existing bus stops	\$1.5

11.1.3 Renewal Gap - Stormwater Infrastructure

No	Renewal Gap Program	Renewal Gap Description	10-year Gap (\$m) \$18.4m
S.R1	Backlog Pipe Renewal Program	Program targeted to renew condition 4 and 5 backlog works	\$15.4
S.R2	Minor Stormwater Works Program	Additional program to address medium and lower ranked customer requests	\$1.4
S.R3	Ocean Outfall Investigation and Renewal Program	Investigate ocean outfalls at Manly, Dee Why, Collaroy, Mona Vale & Newport Beach and consider the augmentation/removal of large high-risk outlets.	\$1.6

11.1.4 Renewal Gap - Open Space and Recreational Assets

No	Renewal Gap Program	Renewal Gap Description	10-year Gap (\$m) \$37.9m
O.R1	Trail Renewal Program	Recreational Trails funding gap	\$3.2
O.R2	Playground Renewal Program	Playground Renewal gap	\$3.7
O.R3	Rockpool Renewal Program	<ul style="list-style-type: none"> Funding gap between rockpool major repair and full renewal New floor for Palm Beach Rockpool Relocation of valve at Bilgola and Avalon Rockpools Whale Beach Rockpool Pump Well Relocation 	\$8.9
O.R4	Wharves Renewal Program	<ul style="list-style-type: none"> Renewal backlog based on condition audit & priority works Ferry wharf accessibility improvements 	\$14.6
O.R5	Sportsfield Lighting Program	Upgrade Nolans Reserve Lighting to compliance	\$1.3
O.R6	Seawall Program	Queencliff Beach Seawall Toe Protection	\$6.0

11.2 Asset Maintenance Gap

The following Asset Maintenance Program Gaps have been identified and are described in more detail in each of the sub Asset Management Plans.

11.2.1 Maintenance Gap - Buildings

No	Maintenance Gap Program	Maintenance Gap Description	10-year Gap (\$m) \$8.0m
B.M1	Optimised Maintenance Program	Unfunded General Maintenance Program	\$8.0

11.2.2 Maintenance Gap - Roads, Footpaths and Other Transport Infrastructure

No	Maintenance Gap Program	Maintenance Gap Description	10-year Gap (\$m) \$14.5m
R.M1	Bridge maintenance program	Developed from annual Bridge Inspection Program	\$0.8
R.M2	Car Park Maintenance Program	Sealed Carparks	\$0.5
		Unsealed Carparks	\$0.5
R.M3	Linkway Maintenance Program	Data Collection - linkways and stairs	\$0.17
R.M4	Footpath Maintenance Program	Maintenance of new footpath assets	\$0.4
R.M5	Fencing Maintenance Program	Pedestrian fencing and handrail fencing maintenance	\$1.0
R.M6	Road Pavement Maintenance Program	Preventative Maintenance	\$1.5
		Responsive Maintenance	\$5.9
R.M7	Scotland Island and Western Foreshores Maintenance Program	Scotland Island and Western Foreshores Maintenance	\$1.2
R.M9	Traffic Facilities Maintenance Program	Traffic Facilities Maintenance	\$1.5
R.M10	Retaining Walls Maintenance Program	Vegetation control on retaining walls	\$1.0

11.2.3 Maintenance Gap - Stormwater Infrastructure

No	Maintenance Gap Program	Maintenance Gap Description	10-year Gap (\$m) \$4.2m
M1	Enhanced Asset Inspection Program	Identification of future maintenance and renewal requirements of higher risk assets through this expanded program	\$3.8m
M2	Proactive Pipe Maintenance Program	Additional jetting of pipes to optimise pipe capacity and reduce the risk of flooding	\$0.4m

11.2.4 Maintenance Gap - Open Space and Recreational Assets

No	Maintenance Gap Program	Maintenance Gap Description	10-year Gap (\$m) \$7.7m
O.M1	Optimised Maintenance Program	Required Maintenance & Operations budget uplift to deliver current LOS	\$4.4
O.M2	Wharves Program	Wharves Preventative Maintenance Program	\$2.0
O.M3	Maintenance Planning Program	Proactive Maintenance Planning Program	\$0.3
O.M4	Tidal Pool Program	Tidal Pool Maintenance - higher frequency	\$1.0

11.3 Uplift in Service Gap

The following Service or Asset Uplift Program Gaps have been identified and are described in more detail in each of the sub Asset Management Plans.

11.3.1 Uplift Gap - Buildings

No	Uplift in Service Gap Program	Uplift in Service Gap Description	10-year Gap (\$m) \$11.7m
B.U1	Sports Amenities Renewal Program	Female Friendly Facilities Program	\$11.70

11.3.2 Uplift Gap - Roads, Footpaths and Other Transport Infrastructure

No	Uplift in Service Gap Program	Uplift in Service Gap Description	10-year Gap (\$m) \$18m
R.U1	Place Plan Service Uplift Program	Implementation of Avalon Place Plan	\$15.0
R.U2	Roads Service Uplift Program	Road Shoulders & Unsealed Roads Maintenance	\$3.0

11.3.3 Uplift Gap - Stormwater Infrastructure

No	Uplift in Service Gap Program	Uplift in Service Gap Description	10-year Gap (\$m) \$19.9 m
U1	Flood Mitigation Program	High Priority Flood Mitigation Studies and Works	\$16.0
U2	Clear Waters Maintenance Program	Operations & Maintenance - Clear Waters Program	\$0.45
U3	Sediment Basin Program	Major Sediment Basin Maintenance	\$0.2
U4	Pit Maintenance Program	Expanded Pit Maintenance Program	\$1.25
U5	GPT Enhancement Program	Expanded GPT Program, including maintenance automation	\$0.2
U6	Table Drain Program	Table Drains Maintenance	\$0.7
U7	Water Sensitive Urban Design (WSUD) Program	WSUD Maintenance and Operations Program	\$1.1

11.3.4 Uplift Gap - Open Space and Recreational Assets

No	Uplift in Service Gap Program	Uplift in Service Gap Description	10-year Gap (\$m) \$17.1 m
O.U1	Playground Program	Lagoon Park Playground Upgrade	\$1.5
O.U2	Reserve Mowing Program	Reserve Mowing	\$3.8
O.U3	Tree Maintenance Program	Tree Maintenance	\$5.0
O.U4	Tree Planting Program	Tree Planting	\$6.8

11.4 New Assets Gap

The following New Asset Program Gaps have been identified and are described in more detail in each of the sub Asset Management Plans.

11.4.1 New Gap - Buildings

No new assets have been identified through this review

11.4.2 New Gap - Roads, Footpaths and Other Transport Infrastructure

No	New Assets Gap Program	New Assets Gap Description	10-year Gap (\$m) \$15.6m
R.N1	Cycleway Program	Active Transport Infrastructure - Cycleways	\$2.0
R.N2	Bus Shelters Program	New Bus Shelters Program	\$0.4
R.N3	Footpath Program	New Footpath Program	\$5.0
R.N4	Kerb & Gutter Program	New Kerb & Gutter Program	\$1.5
R.N5	Traffic Devices Program	New Traffic Devices - additional pedestrian crossings, lighting, traffic calming and improved parking management	\$5.0
R.N6	Smart Parking Program	Smart Parking Infrastructure management	\$1.4
R.N7	Additional Depreciation and Maintenance for new assets		\$0.3

11.4.3 New Gap - Stormwater Infrastructure

No	New Assets Gap Program	New Assets Gap Description	10-year Gap (\$m) \$13.95
S.N1	Water Quality Improvement Program	Clear Waters Program	\$13.7
S.N2	Additional Depreciation and Maintenance for new assets		\$0.25

11.4.4 New Gap - Open Space and Recreational Assets

No	New Assets Gap Program	New Assets Gap Description	10-year Gap (\$m) \$6.7
O.N1	Lighting Program	Aquatic Reserve Lighting System	\$1.2
O.N2	Playground Program	Playground Shade Provision	\$1.0
O.N3	Foreshores Program	Shore Brace foreshore trail	\$0.3
O.N4	Sportsfield Program	Synthetic Field Conversions	\$3.1
O.N5	Additional Depreciation and Maintenance for new assets		\$1.1

12. Plan Improvement and Monitoring

Asset management is not a static activity and we strive to improve each year. In preparing this Plan, we have identified a number of improvements to our current practices which will improve our overall asset management maturity.

This section summarises how our asset management performance will be measured, documents the asset management planning gaps and key actions to address these gaps.

12.1 Target AM Maturity

As an organisation, we have undertaken a self-assessment³³ of our maturity and capability to sustainably manage our community infrastructure through effective asset management and financial planning. This assessment was undertaken in FY 20/21 and reflects our maturity at a point in time and identifies the areas where improvement will strengthen our asset management practices. A desktop review of this maturity assessment confirmed that these results remain materially accurate.

The objective of this assessment was to:

- ensure we are achieving and maintaining core level asset management and maturity, and
- identify areas of improvement to achieve the advanced level asset management.

There are five levels of maturity: aware, basic, core, intermediate, and advanced. The criteria for core maturity is based on core custodial responsibilities identified in the International Infrastructure Management Manual (IIMM). Core maturity is an indicator the organisation is meeting the minimum requirements as a custodian of community assets, including:

- Record and report on the state of all assets to the community;
- Meet current statutory reporting requirements;
- Ensure community safety; and
- Provide management information to guide decisions by council on the cumulating impact of decisions.

As an organisation, we strive to deliver the highest quality service to our community and are trusted by them to make informed decisions around our assets. Our asset portfolio is diverse. With the current level of funding, it is not sustainable for us to strive for advanced maturity across all assets in the short term, as the risk, importance and community expectations may not be equal or consistent across the portfolio. However the medium to long term objective is to reach advanced maturity.

The results of the self-assessment at an organisation level are presented in our Asset Management Strategy. Figure 15 below shows an overview of our current core level asset management maturity.

³³ NAMS.Plus toolkit, Developed by Institute of Public Works Engineering Australasia (IPWEA), is an online toolkit to assist organisations with asset management planning.

Figure 15 NBC Asset Management Maturity



12.2 Improvement Plan

The Asset Management Improvement Plan describes continuous improvement at both a strategic level and asset management plan level. Our Asset Management Strategy includes a 10-year Action Plan outlining strategic and corporate improvements to our asset management system.

This Asset Management Plan presents an Improvement Plan which strives to improve on the service we are delivering to the community. These improvements have been identified throughout this AMP. The improvement plan focuses on improvements in:

- Our knowledge of our assets,
- The ways we report on our assets,
- How we plan our capital works,
- How we operate and maintain our assets,
- The levels of service we are delivering to the community,
- How we manage risk
- Cross-organisation asset management improvements, and
- Building capacity within Council to deliver asset management service.
- How we address and model backlog changes

The Asset Management Improvement Plan is presented in the following section. It includes performance measures for the improvements and will be reviewed and updated annually as part of the AMP review.

12.2.1.1 Asset Management Improvement Plan

Asset Category	Improvement Category	Action	Performance Measure	Phasing					
				Yr 0 FY 23/24	Yr 1 FY 24/25	Yr 2 FY 25/26	Yr 3 FY 26/27	Yr 4 FY 27/28	Yr 5 FY 29/30
ALL INFRASTRUCTURE	Asset Registers	Complete an audit of the asset register to identify validity, quality and completeness of asset data. This information will help inform the confidence we have in our asset management planning and guide further areas of improvement.	Annual audit completed	X	X	X	X	X	X
		Review CONFUNCA methodology based on objective measures approved by Strategic Asset Management Panel and capture and collect condition, function and capacity data. This will help inform our forward planning of needs of our assets.	Data in the CONFUNCA attributes in asset register gathered, imported in asset register, and used in forward planning.	X	X	X	X	X	X
		Review and update asset component codes and useful lives. This update will help inform the next revaluation of the infrastructure assets, as well as provide information for Council's annual financial statements.	Updated documents for the methodology, component codes and useful lives.	X	X	X	X	X	X
	Levels of Service	Investigate and develop a technical level of service for "New assets handed over to Council ownership are constructed to Council's engineering standards and specifications." Include performance measures, monitoring and reporting. Develop measures and how to report on performance against this LOS.	New technical LOS prepared and added to the AMP.				X		
		Develop reporting framework and practices to report performance of CRM responses in line with the community and or technical LOS. This information needs to align with the service level work already undertaken. This improvement will provide a measure on our asset management performance.	Performance reported on CRM response.			X			
		Review and develop, in consultation with the community, specific LOS that addresses the community needs and satisfaction for our infrastructure assets.	Updated community LOS following consultation with the community.		X		X		X
	Processes and Methodologies	Develop (or update) high level processes to cover the following asset management practices, and add these to the Strategic Asset Management suite of processes in our corporate system (ProMapp):	New or updated processes published in Promapp, available for all staff to view and use.	X	X	X	X	X	X

Asset Category	Improvement Category	Action	Performance Measure	Phasing					
				Yr 0 FY 23/24	Yr 1 FY 24/25	Yr 2 FY 25/26	Yr 3 FY 26/27	Yr 4 FY 27/28	Yr 5 FY 29/30
		<ul style="list-style-type: none"> Consistent risk management assessment across asset classes and in line with Corporate Risk Framework. Operations and maintenance management Prioritisation of renewal programs and forecasting Asset class specific parameters within the above process to address specific technical or community LoS needs may need to be developed.							
		Develop a strategy, methodology, process or criteria for prioritisation of expenditure across infrastructure assets. This will help us effectively manage our portfolio as a whole and deliver the services expected by the community.	Prioritisation approach documented in our ProMapp system.		X			X	
	Environmental Sustainability	Identify and gather information and data, and quantify the costs, of implementing the sustainability strategies and initiatives identified in the AMP including but not limited to reducing consumption of raw materials, promoting reuse, respond to climate change projections for asset renewal and maintenance.	Costs included in the AMP for implementing sustainability strategies and initiatives.		X		X		X
	Financials	Identify and gather data on the lifecycle costs, including disposal costs to be used when preparing project briefs, business cases, and financial forecasting of new infrastructure assets. These costs are to include upfront capital costs, as well as ongoing operations and maintenance costs of the infrastructure, depreciation costs, replacement / renewal costs, etc. This information will help us better plan financially the cost of managing our infrastructure portfolio, in particular the acquisition of new infrastructure.	Lifecycle costs of infrastructure assets included in AMP.	X	X	X	X	X	X
	Risk Management	Improve our recording and monitoring of our critical assets through: <ul style="list-style-type: none"> Preparing automated reports from our register on critical assets compliance Inspection data recorded against the asset in our register 	Automated critical asset performance report, capturing condition, last inspection, inspection regime/due date.	X	X	X	X	X	X
		Review the definition of critical assets to make better use of operational funds available.	Critical asset definition included in AMP.	X			X		

Asset Category	Improvement Category	Action	Performance Measure	Phasing					
				Yr 0 FY 23/24	Yr 1 FY 24/25	Yr 2 FY 25/26	Yr 3 FY 26/27	Yr 4 FY 27/28	Yr 5 FY 29/30
		Review and undertake a risk assessment on our infrastructure assets, in-line with Council's Corporate Risk Framework, to ensure our risk is minimised.	Risk assessment completed as part of annual AMP revisions. Risk assessment saved in TRIM and referenced in AMP.	X	X	X	X	X	X
	Monitoring	Undertake a gap analysis across all infrastructure asset classes covering: <ul style="list-style-type: none"> Asset knowledge Practices Systems This information will help inform our next revision of the AMP and identify areas for improvement within our asset management framework.	Gap analysis completed and included in AMP.	X		X		X	
		Determine the target level of asset management maturity across each infrastructure asset class to inform our immediate and short-term focus areas.	Target level maturity documented in AMP for major asset classes.	X		X		X	
Roads, Footpaths and other Transport Infrastructure Assets	Levels of Service	Review current levels of service provided through operations, maintenance and renewal of assets meets the customer expectations. If the current levels of service are not meeting our customers' expectations, this needs to be addressed through revising the levels of service and expenditure associated with this, or managing the expectation of the customers.	Per final Level of Service document.		X		X		
	Inspections	Implement a programmed inspection regime for collection of condition and defect data of assets. A proactive scheduled program of inspection should be developed to collate defect and condition data to enable the development of proactive maintenance programs and to refine renewal programs.	Implement rolling inspections over a four-year window.			X			X
		Review, develop and implement a regime for risk based defect inspections program using Public Spaces hierarchy.	Implementation of hierarchy based inspection regime	X	X				
	Program Development	Develop a strategic renewal program for our bridge assets.		X			X		
		Develop and implement 4 year optimised asset renewal programs.	Development of 4-year programs	X	X	X	X	X	X
	Consolidate Pavement Management System for NBC. The former Councils had different systems.	Ability to obtain optimised road pavement renewal programs	X	X					

Asset Category	Improvement Category	Action	Performance Measure	Phasing					
				Yr 0 FY 23/24	Yr 1 FY 24/25	Yr 2 FY 25/26	Yr 3 FY 26/27	Yr 4 FY 27/28	Yr 5 FY 29/30
	Asset Register	Collect condition data and defect data for retaining walls, wharves and tidal pools. This information will provide up-to-date information and correct inaccurate data currently held in the asset register, and this will help us develop our future programs for these assets.		X	X				
		Undertake desktop audit of retaining walls; and a field audit of condition and other attributes for inclusion in asset register.			X	X			
	Risk Management	Expand our risk register to include major asset classes.	Risk Register complete			X		X	
	Maintenance Management	Develop and implement scheduled operations and planned maintenance programs complementary to renewal programs.	Implementation of planned operation and maintenance programs	X	X	X	X	X	X
	Systems	Investigate and develop SAM (Strategic Asset Management) module in TechOne to develop optimised works programs.	Implementation of SAM module		X				X
Stormwater Assets	Asset Register	Use the 20% observed condition data to reassess the current condition distribution across the network.		X	X	X	X	X	X
		Improve our knowledge through data collection to improve our future planning of our stormwater assets. The proposed unfunded Enhanced Asset Inspection Program will address some of the known deficiencies in our asset register.		X	X	X	X	X	X
		Continue mapping asset data on corporate GIS. The proposed unfunded Enhanced Asset Inspection Program will improve asset location validation and accuracy within GIS system.		X	X	X	X	X	X
	Documentation and Processes	Review, develop and implement basic guidelines and document processes for asset handover, capitalisation and disposal.			X				X
		Review, develop and implement basic guidelines and document processes for asset lifecycle data management			X				X
	Program Development	Implement a framework and develop tool for the prioritisation of asset renewal and new capex works across infrastructure assets			X				X
		Investigate, develop and implement demand forecasting, predictive modelling, deterioration modelling and failure mode analysis for stormwater infrastructure assets.			X				X

Asset Category	Improvement Category	Action	Performance Measure	Phasing					
				Yr 0 FY 23/24	Yr 1 FY 24/25	Yr 2 FY 25/26	Yr 3 FY 26/27	Yr 4 FY 27/28	Yr 5 FY 29/30
		Further develop, fund and implement the identified unfunded capital programs (Clear Waters Program and Minor Stormwater Works Program).		X	X	X	X	X	X
	Methodologies and Reporting	Develop methodologies, processes, guidelines and automated Technology One reports for statutory reporting requirements (i.e. SS7, renewal write downs)		X			X		
		Establish best practice benchmarks, and monitor Council's performance against Local Government and external organisations		X	X	X	X	X	X
		Review, update and develop appropriate Technology One reports for reporting on asset management		X		X		X	
	Data Collection	Roll out contractor mobility to C&M field staff and Stormwater Operations staff.			X	X			
	Critical Assets	Review critical asset methodology and update critical asset register		X	X	X	X	X	X
	Resourcing	Undertake an asset management resourcing review. Review staff resourcing levels to ensure Asset Management and best practice can be achieved			X			X	
	Building Capacity and Knowledge	Develop and implement an asset management training and awareness program for: - Existing staff (outside of AM) - Existing staff (in AM teams) - New starters		X		X		X	
Open Space and Recreational Assets	Program Development	Investigate, develop and implement demand forecasting, predictive modelling, deterioration modelling and failure mode analysis for structural assets.		X		X		X	
		Collate condition and function data on our assets, and incorporate this information into our forward planning of our infrastructure.		X	X	X	X	X	X

Asset Category	Improvement Category	Action	Performance Measure	Phasing					
				Yr 0 FY 23/24	Yr 1 FY 24/25	Yr 2 FY 25/26	Yr 3 FY 26/27	Yr 4 FY 27/28	Yr 5 FY 29/30
		Improve and streamline project development to better inform long term financial plans.		X	X	X	X	X	X
	Asset Register	Review and update asset component codes and valuation methodology				X			
		Improve asset allocation to operational and maintenance tasks		X	X	X	X	X	X
Building Assets	Asset Register	Data collation across the buildings portfolio to gather: <ul style="list-style-type: none"> Standardised floor plans for all Council buildings, AHD for all ground floor sites in flood prone areas to inform XDI (Cross Dependency Initiative) climate resilience modelling, and Improved DDA data across our buildings to cross reference against capacity, function and condition to better inform works priority. 		X	X	X	X	X	X
	Systems	Improve the cross referencing between our corporate systems (TRIM, SEA and TechOne) for building data.		X	X	X			
		Enable accurate response time reporting from TechOne data.		X	X	X			
	Risk Management	Inspect and investigate the high risk sites as identified XDI modelling to build on resilience upgrade priorities.		X	X	X			
		Documented annual reviews of risk matrix including risk team and any other relevant stakeholder.		X	X	X	X	X	X
	Mobility	Implement mobility function for our Facilities Management Team for improved efficiencies in the field.			X	X			
	Staff Development	Educate staff across the business unit in TechOne to improve knowledge of our asset register and data.		X	X		X		X
Monitoring	Benchmarking AMP key performance indicators against other Councils		X	X	X	X	X	X	

Asset Category	Improvement Category	Action	Performance Measure	Phasing					
				Yr 0 FY 23/24	Yr 1 FY 24/25	Yr 2 FY 25/26	Yr 3 FY 26/27	Yr 4 FY 27/28	Yr 5 FY 29/30
	Processes and Methodologies	Review and document methodology for allocating costs to capital projects	Methodology developed and implemented across Council's building assets.	X			X		
	Program Development	Investigate, develop and implement demand forecasting, predictive modelling, deterioration modelling and failure mode analysis for Building asset class	Forecasting and predictive tools implemented.			X	X		
		Implement a bottom up approach to calculating the operational and maintenance costs of our building portfolio.		X	X	X			

12.3 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the four-year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks (aligned to our Corporate Risk Framework) are incorporated into the Strategic Planning documents and associated plans,
- The annual Asset Renewal Funding Ratio >100%, as reported in our Financial Statements,
- The annual Infrastructure Backlog Ratio is <2%, as reported in our Financial Statements,
- The annual Asset Maintenance Ratio is >100%, as reported in our Financial Statements,
- Each asset class meets a four year rolling average across the Asset Renewal Funding Ratio, the Infrastructure Backlog Ratio and the Asset Maintenance Ratio, per asset class, and
- Critical assets are monitored in accordance with the agreed timeframes, outlined in Section 9.1.1.
- Community Levels of Service performance as outlined in Table 4

12.4 AMP Review

This AMP will be reviewed annually to assist with the annual budget planning process and revised to show any material changes in service levels, asset management practices, programs, risks, forecasted costs and proposed budgets as a result of budget decisions.

The forecasted costs and proposed budgets presented in this AMP will be considered in developing the annual revisions of our LTFP.

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14. ACRONYMS

Acronym	Definition
AHD	Australian Height Datum
ARRB	Local Roads Bridge Management Manual
BOM	Bureau of Meteorology
BTS	Bring to Satisfactory
BUI	Building asset number
Building Codes	Building Codes of Australia
CCTV	Closed Circuit Television
CET	Chief Executive Team
CRM	Customer Request Management
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CIPP	Cured In Place Pipe
DCP	Development Control Plan
DDA	Disability and Discrimination Act 1992
EAM	Enterprise Asset Management
E&CCS	Environment and Climate Change Strategy
EROM	Enterprise Risk and Opportunity Management
FRMS&P	Flood Risk Management Studies and Plans
FY	Financial Year
GIS	Geographic Information System
GPT	Gross Pollutant Trap
GRC	Governance, Risk and Compliance
HAZMAT	Hazardous Materials
HQ	Headquarters
HVAC	Heating, Ventilation and Air Conditioning
ICOLLs	Intermittently Closed and Open Lakes and Lagoons
IIMM	International Infrastructure Management manual
IP&R	Integrated Planning and Reporting
IPCC	Intergovernmental Panel on Climate Change
IPWEA	Institute of Public Works Engineering Australasia
IT	Information Technology
LED	Light Emitting Diode
LEP	Local Environmental Plan
LG	Local Government
LGA	Local Government Area
LOS	Level of Service
LTFP	Long Term Financial Plan
NAASRA	National Association of Australia State Road Authorities
NBLTC	Northern Beaches Local Traffic Committee
NBN	National Broadband Network
NCC	National Construction Code

NSW	New South Wales
OLG	NSW Office of Local Government
PCYC	Police Citizens Youth Clubs
Property and Rating Module	Property Database
SEA	Spatially Enabled Application
SMEC	Professional Engineering and Development Consultants
SS7	Special Schedule 7
Standards	Australian Standards
TBD	To be determined
TechOne	Technology One
TfNSW	Transport for NSW
TRIM	Council's Electronic Document Management System
UPS	Uninterruptable Power Supply
WAC	Warringah Aquatic Centre
WDV	Written Down Value
WH&S	Work Health and Safety
WIP	Work in Progress
WQDs	Water Quality Devices
XDI	Cross Dependency Initiative

15. APPENDIX - ASSET BENCHMARK – ASSET TECHNOLOGIES PACIFIC (ATP)

[2024/275598 - NBC-Asset-Class-Benchmark-Data-V1-01](#)



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Roads, Footpaths and Other Transport Infrastructure Assets Asset Management Plan 2024



Document Control			
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Action	Responsible Officer/s
Prepared by	Senior Engineer - Roads
Reviewed by Asset Managers and Finance	Manager, Transport & Civil Infrastructure Assets Team Leader, Financial Planning & Assets Manager, Asset Strategy & Planning
Reviewed by Asset Owner	Executive Manager Transport & Civil Infrastructure
Reviewed by Finance	Executive Manager Financial Planning & Systems
Reviewed by Asset Director	A/ Director Transport & Civil Infrastructure
Approved by	Strategic Asset Management Panel

Rev No.	Date	Changes	Author/Approver
Draft	12/4/2024	Draft finalised for review	Senior Engineer - Roads
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1. LIFECYCLE MANAGEMENT PLAN

1.1 Assets Overview - Roads, Footpaths and Other Transport Infrastructure

Northern Beaches Council's Transport and Civil Infrastructure Business Unit manages the Roads, Footpaths and Other Infrastructure assets listed in Table 1.

The assets covered in this Asset Management Plan are shown in Table 1.

Table 1 Roads, Footpaths and Other Transport Infrastructure Assets

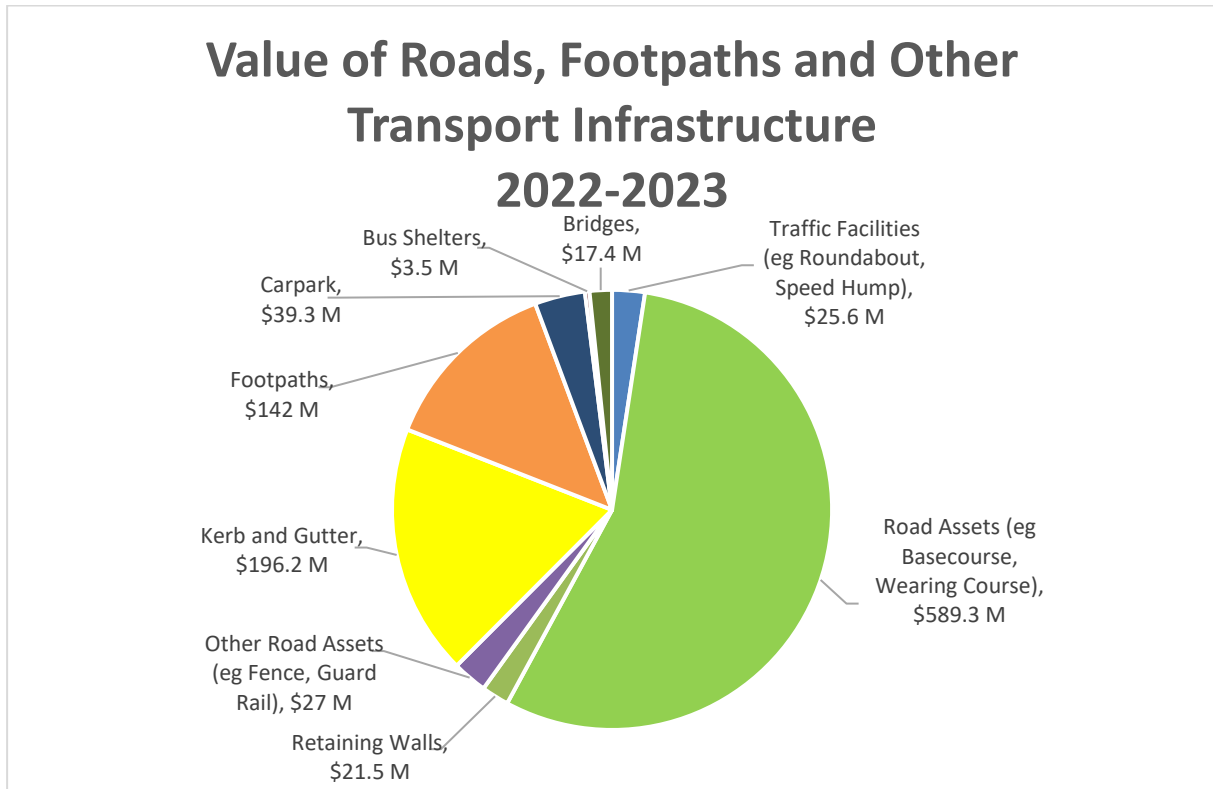
Asset Category	Physical Parameters	Dimension
Road Pavements		843.6 km
Regional Roads		43.9 km
Local Sealed Roads		796 km
Local Unsealed Roads		3.7 km
State Roads	Not a council asset	99km
Kerb and gutter		1,435.6 km
Footpaths		585 km
Car Parks (including at community centres, parks and beaches)		14,517 spaces incl 205 disabled spaces in 389 separate car parking areas
Bridges within road reserves (road and pedestrian bridges)		26
Causeway		1
Traffic Facilities		
Traffic control devices	(Traffic Islands, Speed humps, Pedestrian Refuges)	1,219
Medians		306
Thresholds		365
Roundabouts		209
Pedestrian crossings		124
Fencing		16,093 m
Guard rail		14,821 m
General Infrastructure – Roads	Seats, bins, signage	
Seats		222
Bins		610
Other assets	e.g. shade structures	4
Retaining walls		294
Bus shelters		216 Council shelters

1.2 Asset Values

The value of the Roads, Footpaths and Other Transport Infrastructure portfolio is reviewed every five (5) years as part of our Asset Revaluation program, using a combination of a review of NBC panel contracts, completion of recent new or renewal of road assets and use of specialist asset management consultants to provide revaluation or unit rates where NBC does not have recent renewals – eg road and pedestrian bridges. A desktop revaluation occurs annually to review the asset register and asset condition, as well as index the asset values – Cross Replacement Cost, Written Down Value and Annual Depreciation.

The Gross Replacement Cost of the Roads portfolio is shown in Figure 1 below

Figure 1 Value of Roads, Footpaths and Other Transport Infrastructure Asset Portfolio



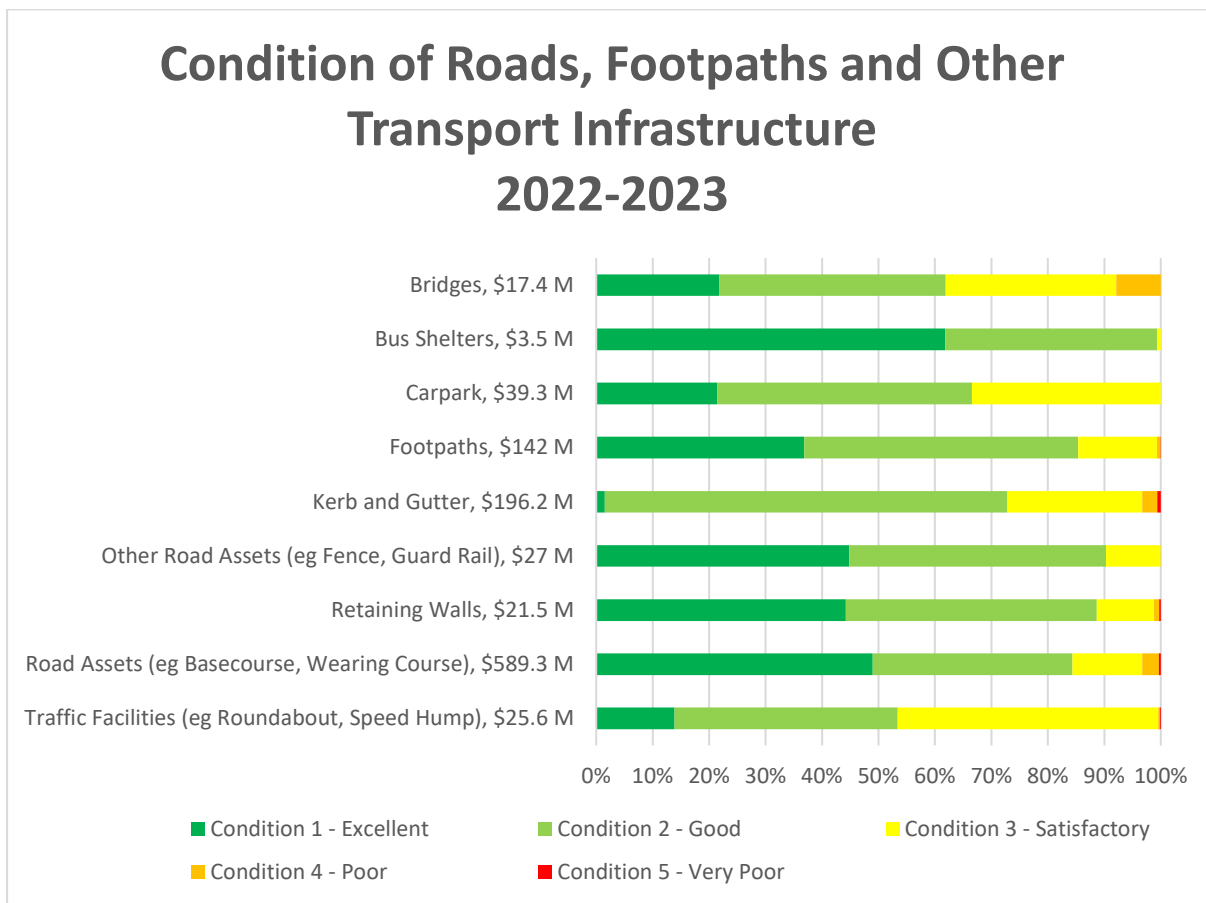
1.3 Asset Condition

Condition assessments are technical inspections carried out to evaluate the physical state of our infrastructure assets. The condition helps inform both our maintenance and long-term planning of our assets' renewal needs.

The asset condition rating methodology for each asset category is outlined in our [2024 Condition Rating Manual - Roads, Footpaths and Other Transport Infrastructure](#) (2015/251681). We have adopted an advanced asset management approach, using a 1-10 rating system for assessing the 'Technical Condition' of our assets, which aligns to the NSW Office of Local Government's (OLG) *Report of Infrastructure Assets*¹ 1-5 condition rating scale. The asset condition is shown in Figure 2 below.

¹ Previously named Special Schedule 7

Figure 2 Condition of Roads, Footpaths and Other Transport Infrastructure Assets



1.4 Asset Capacity and Performance

Our Condition Assessment tools and practices are building from our core level of condition assessment to an advanced level of Asset Management, and now incorporate asset function and capacity reporting capability. These attributes respectively assess an asset’s ability to cater for the level of use it is subjected to and an assets compliance with Australian standards and construction requirements. We are adopting a staged implementation for incorporating these into our asset inspection and monitoring processes.

1.5 Acquisition and New Assets

New assets are those that did not previously exist, or works have resulted in an upgrade or improvement to an existing asset beyond its existing capacity and or function. Additional assets increase maintenance and operational expenses by an average 1% of their gross replacement cost per annum along with increased annual depreciation.

New assets can arise through:

- Construction works funded through Council as per the adopted Delivery Program, funded through Council funds, grants, developer contributions, sale of assets/land.
- Construction of infrastructure gifted to Council from developers
- Infrastructure gifted to Council from other bodies, such as the State Government

While the addition of new transport infrastructure assets (such as roads, kerb and gutter, footpaths, traffic facilities) improve the level of service we provide, this does require additional funds for their operation and maintenance.

Our 10-year LTFP Funded capital new works program is shown in Table 2 below. Details of this program can be found in Section 6.3 Capital New - Long Term Financial Plan.

Table 2 LTFF Funded Capital New Program – Roads, Footpaths and Other Transport Infrastructure Assets

Delivery Program					LTFF					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
TOTAL	17,686	12,154	5,932	3,991	5,372	5,346	4,600	4,305	6,620	9,683

The current level of funding for new kerb and gutter, new footpaths, new bus shelters, and road upgrade works in Scotland Island is inadequate to provide the level of service expected by the community. We identify underfunded programs for new assets in Section 4 - Emerging Issues and Section 5 – Unfunded Programs.

1.6 New Asset Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources including community requests, Council resolutions, proposals identified by strategic plans, which are developed in conjunction with Councillors, community and other organisations where necessary.

Our new capital works programs are developed using the priority criteria identified in our strategic plans.

Candidate proposals are inspected to verify need and to develop a preliminary cost estimate. Verified proposals are ranked by priority using criteria specific to the asset class from individual strategic plans (e.g. Walking Plan) and available funds and scheduled in future works programmes.

Potential projects submitted by residents and other stakeholders are considered in the context of our strategic plans and assessed and prioritised using the same process.

In addition, Council’s Capital Justification and Evaluation Process is employed for new works and is essentially a gateway methodology used to prioritise and rank programs and projects.

1.7 Operational Activities

Operational activities are recurrent activities that are continuously required to provide services.

The following activities are considered operational:

- Street sweeping
- Paver cleaning
- Bus shelter cleaning
- Litter bin emptying
- Street cleaning (litter pick)
- Street lighting

These activities are funded through Council’s operational budgets.

Staff and administrative costs of Council, as Road Authority, in operating the road network include:

- Inspections
- Applications – Street Levels/Driveways, Road Openings, Road Damage Bonds
- Traffic Management and Road Safety
- Investigations
- Works Coordination

There is currently a significant gap in the operational costs between budget and asset operational requirements. Further analysis of asset operations is required to determine asset inspection frequencies, the safe operation of wharves and tidal pools (e.g. cleaning, inspection, etc) to identify any gaps and the funding needed to provide these services.

1.8 Maintenance Activities

Maintenance activities are actions for retaining the asset as near as practicable to an appropriate service condition including regular on-going day-to-day work necessary to keep assets operating. These activities are not intended to improve the condition of the asset but retain it from degrading or deteriorating to a condition where it will no longer operate as designed and sustain the asset in a functional state and to ensure the asset reaches the predicted useful life.

Maintenance activities can routine/planned (i.e. undertaken at regular frequencies) or reactive (i.e. in response to an event or issue).

The Transport and Civil Infrastructure Business Unit's Construction and Maintenance Team is responsible for maintenance on the road transport infrastructure and tidal pools. The Property Business Unit (Facilities Management Team) provide maintenance of wharves and jetties. The Parks Business Unit provide maintenance services within commercial centres and manage vegetation within the road network.

1.8.1 Routine Maintenance

Routine maintenance is regular planned work that is identified and managed through our maintenance systems and processes (i.e. planned maintenance schedules). Routine maintenance activities include:

- Scheduled pothole repairs
- Programmed heavy patching works
- Road shoulder grading
- Vegetation Maintenance e.g. weed spraying, mowing
- Wharfs and Jetties cleaning
- Tidal Pool cleaning

1.8.2 Reactive Maintenance

Reactive maintenance is unplanned work carried out in response to a failure or issue with the asset. Customers can submit service requests through our Customer Request Management (CRM) system, via our website or through our Customer Service Centres. Staff are also able to report issues through CRMs.

Reactive maintenance activities include:

- Road Maintenance
- Roadside Maintenance
- Footpath Maintenance
- Signs and Lines Maintenance
- Kerb and Gutter Maintenance
- Bus Shelters Maintenance
- Road Bridge Maintenance
- Car Park Maintenance
- Traffic Device Maintenance
- Damaged Driveway Maintenance
- Vegetation Maintenance
- Wharfs and Jetties
- Tidal Pools (excluding beach pools)

These categories are used to workflow maintenance tasks to the correct team. CRMs are evaluated by Council staff and the scope of work assessed (desktop or by inspection), prioritised and actioned according to the risk associated with the request. Only Very High, High and Medium priority (Priority 1, 2, 3) requests are actioned within timeframes set out in Council's Service Levels.

When CRMs are investigated by Maintenance Staff and if they identify any public safety risk, then actions will be taken to eliminate the safety risk on the same day as a Priority 1 task by at least barricading the area. Required maintenance works are scheduled to be carried out as a Priority 2 or Priority 3 task depending on the hierarchy of the location.

1.8.3 Maintenance Budget

Maintenance budget levels are inadequate to meet current and projected service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AMP and service risks considered in the Infrastructure Risk Management Plan.

Historically it has been considered that we need 1%-2% of GRC for maintenance works. The percentage of maintenance requirements varies with asset type. Some assets require more maintenance due to deterioration of condition or environmental factors.

The current method of calculating maintenance expenditure is the Actual expenditure in the previous year with CPI increase plus an additional 1% of capital new works of the current year. This is generally insufficient for most asset categories. Consideration must be given to increasing maintenance budgets to accommodate the maintenance of newly constructed assets and to address the identified maintenance gaps.

Preventative maintenance activities such as painting of seats, fencing and bus shelters is currently not funded. Further analysis is required to develop regular planned maintenance programs and the funding required to undertake preventative maintenance to optimise life cycle costs.

1.9 Asset Renewal

Renewal work is major work which restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to its original service potential is considered an acquisition and will require additional future operational and maintenance costs.

Assets requiring renewal are identified through a variety of ways depending on the renewal program.

For the Roads, Footpaths and Other Transport Infrastructure assets, we have the following renewal programs:

- Roads
- Kerb and Gutter
- Footpath
- Car Parks
- Bus Stops
- Retaining Walls
- Tidal Pools
- Traffic Facilities

Renewal programs are developed during Council's budgeting cycle and if annual inspections identify assets in the above categories in need of renewal, there is limited scope within existing budget processes to reallocate and fund a renewal program as required. This has flow-on impacts on increased reactive maintenance requirements.

The 10-year LTFP Funded Capital Renewal program is shown in Table 3 below. Details of this program can be found in Section 6.4 Capital Renewal - Long Term Financial Plan.

Table 3 LTFP Funded Capital Renewal Program - Roads, Footpaths and Other Transport Infrastructure Assets (\$000)

	Delivery Program					LTFP				
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
TOTAL	12,460	13,464	15,758	15,581	15,892	16,210	16,535	16,896	16,726	17,097

The details of Renewal Programs are in [2024/261130 - TCI - Renewal Program Projects - Apr 2024](#)

The current level of renewal funding is inadequate to remedy very high and high risk retaining walls and embankments. A significant and sustained injection of funding and resources is required to resolve this technically challenging and often complex engineering issue.

Additional funding is also required to renew a large number of road segments, carparks and kerb and gutter which are not in satisfactory condition.

The LTFP does not currently include sufficient funding levels required for road resheeting, renewal of retaining walls, carparks, and kerb and gutter assets.

These concerns are described further in Section 5– Unfunded Programs.

1.9.1 Renewal Criteria

1.9.2 Renewal Program Preparation

Our renewal programs are prepared using various sources of data (asset data, condition, physical inspections, maintenance records, etc), and varies depending on the program being developed.

For our road resheeting program, the pavement management system Go Asset (former SMEC) provided by National Transport Research Organisation (NTRO) is used to generate an optimised program of works. The development of these programs is based on intervention strategies that maintain the performance of the road network at acceptable levels rather than allowing a road to reach a “terminal” condition. Allowing a road to reach a terminal condition may result in significantly higher costs of reconstruction therefore early intervention is an appropriate financial strategy. The NAASRA Road Hierarchy Classification is used to apply different intervention limits and treatment strategies to renewal to each class of road. The refinement of this program is transitioning to preventative treatments to optimise the life cycle costs of maintaining the condition of the road network. This may include treatments such as crack sealing, rejuvenation, microsurfacing, spray sealing in addition to asphalt overlays and rehabilitation/reconstruction. The rehabilitation or reconstruction of some roads may be deferred subject to managing safety and maintenance risks.

Our kerb and gutter renewal program is developed in conjunction with the Road Renewal Program. A visual inspection of the kerb and gutter is performed on the roads selected for renewal in the road resheeting program, to determine if the kerb and gutter requires replacing prior to resurfacing of the road.

Our footpath renewal program is based on engineering principles taking into account the condition, footpath material, location, maintenance history and results of annual inspections. The footpath network segments are physically inspected to determine their inclusion in a renewal program. Council’s Walking Plan identifies the minimum width for new footpath is 1.5m and up to 2.0m on Priority Routes identified in the plan. The Walking Plan is also used to inform renewal priorities to ensure routes with high pedestrian numbers are maintained in good condition.

Our car park renewal program is based on engineering principles taking into account the condition, location, usage/type of adjoining facilities, maintenance history and results of annual inspections. Council may consider the impact of renewal of adjoining facilities in determining the priority and timing of car park renewals and upgrades. Additional accessible car parking spaces are provided on a case by case basis as part of renewal programs.

Our retaining walls renewal program are prioritised according to established risk assessment criteria and ranking, as per Section 9 below

Our bridges renewal program is planned on a needs basis given the long life of these assets, typically in excess of 100 years. Works identified through annual inspections are used to develop future capital renewal programs.

Our bus shelters renewal program is planned on a needs basis given the long life of these assets and is predominantly based on works identified through annual inspections of these assets.

For all other road assets (i.e. Traffic Facilities, Guard Rail, Fencing, and Street Furniture), the renewal programs of these assets are also undertaken on a needs basis given the long life of these assets based on works identified through annual inspections of these assets. Some low value assets, such

as, fences, seats and bin enclosures are either replaced or components repaired as routine maintenance activities.

1.9.3 Renewal Program Prioritisation

The following criteria are considered when developing the renewal programs and prioritising assets within the renewal programs:

- Relevant strategic plans, such as Walking Plan and Public Space Design guidelines,
- Risk rating of asset failure,
- Condition of assets,
- Asset hierarchies, within the individual asset classes,
- Ongoing maintenance cost,
- Pavement Management System predictions, where applicable,
- Professional judgement, including capacity and function of assets.

Further work is required and identified as an improvement to prioritise asset renewal across asset classes.

1.9.4 Renewal Practices

Renewal work is carried out in accordance with the Council's Standards and Specifications. Aus-Spec 2 is used to specify the technical and quality requirements for re-constructing existing assets. Council also uses the Transport for NSW (TfNSW) suit of specifications for road surfacing works. We tend to renew our assets with new modern equivalent assets or renew them to Condition 1 – (Excellent).

When selecting the treatments options and materials for renewals, long term sustainability is taken into consideration. For example, some innovative techniques considered include insitu road pavement recycling, use of plastic, slag in asphalt, crushed glass in concrete and other recycle materials in base course materials.

Identified asset renewals are undertaken either through contractors or Council Construction and Maintenance crews.

1.9.5 Standards and Specifications

The design and construction of new assets is undertaken in accordance with Aus-Spec 1 and Aus-Spec 2 suits of Specifications. AUS-SPEC is the local government specification for the life cycle management of assets. AUS-SPEC Complete is the comprehensive package developed for the design, construction and maintenance of the wide range of valuable local government assets.

1.10 Roads, Footpaths and Other Transport Infrastructure Renewal Programs

This section of the AMP describes the Renewal Programs for each asset category, which is reflected in the Long Term Financial Plan – Section 10.1 in [2024/002578 - 2023 Northern Beaches Council Infrastructure Asset Management Plan \(AMP\)](#)

1.10.1 Renewal Plan - Roads

Road renewal programs are developed using Pavement Management System (PMS). The development of these programs is based on intervention strategies that maintain the performance of the road network at acceptable levels rather than allowing a road to reach a “terminal” condition.

Allowing a road to reach a terminal condition may result in significantly higher costs of reconstruction therefore early intervention is an appropriate financial strategy.

The NAASRA Road Hierarchy Classification is used to apply different intervention limits and treatment strategies to renewal to each class of road.

Council also records failure modes against reactive maintenance requests and analyses this and other customer request data to identify roads where failures in pavement condition may require treatment. These roads are physically inspected to determine their inclusion in a renewal program.

1.10.2 Renewal Plan – Kerb and Gutter

Kerb and gutter renewal programs are developed in conjunction with the Road Renewal Program.

As road pavements requiring renewal are identified visual condition inspection of kerb and gutter is performed and a renewal program developed prior to resurfacing of the road. This is an efficient mechanism to resolve defects prior to resurfacing the road.

Defects in kerb and gutter include:

- Displacement caused by tree roots,
- Settlement,
- Cracking caused by traffic loading
- Ponding of water

Each candidate street has been inspected and has been assessed using the above assessment criteria.

1.10.3 Renewal Plan – Footpath

The renewal of footpaths is based on engineering principles taking into account the condition, footpath material, location, maintenance history and results of annual inspections.

Council records failure modes and defects from reactive maintenance works and annual routine inspections undertaken by Road Inspection Officers and technical staff. Data against reactive maintenance requests and other customer requests is used to identify footpaths where failures in footpath condition may require treatment.

Defects in footpath include:

- Displacement caused by tree roots
- Settlement often the result of trenching through footpath
- Cracking caused by traffic loading

The footpath network segments are physically inspected to determine their inclusion in a renewal program.

Council’s Walking Plan identifies the minimum width for new footpath is 1.5m and up to 2.0m on Priority Routes identified in the plan. The Walking Plan is also used to inform renewal priorities to ensure routes with high pedestrian numbers are maintained in good condition.

1.10.4 Renewal Plan – Car Parks

The renewal of car parks is based on engineering principles taking into account the condition, location, usage/type of adjoining facilities, maintenance history and results of annual inspections. Council may consider the impact of renewal of adjoining facilities in determining the priority and timing of car park renewals and upgrades.

Where car parks serve adjoining facilities, renewal programs are developed in consultation with the relevant asset managers, typically from the Parks and Recreation and Property business units.

Additional accessible car parking spaces are provided on a case-by-case basis as part of the renewal programs.

1.10.5 Renewal Plan – Retaining Walls

Renewal works on retaining walls are prioritised according to established risk assessment criteria and ranking. Council engages geotechnical consultants to assess the risk associated with cuttings or embankments on an as need basis.

Accordingly, the identified risk is managed as follows:

- Remedial action should be applied to all 'high' risk sites as soon as practically possible
- The 'medium' risk sites should be remediated as funds permit, with the risk managed by ongoing inspection, typically on a three yearly cycle or as required
- Risk at 'low' risk sites can be managed by inspection, typically on a ten yearly cycle

1.10.6 Renewal Plan – Bridges

The renewal of road and pedestrian bridges is planned on a needs basis given the long life of these assets, typically in excess of 100 years. The depreciation allocation has been allowed for in this Plan. The development of strategic renewal programs for bridge assets are identified in the improvement plan.

Annual condition and maintenance inspections are undertaken to identify any potential concerns.

The maintenance needs identified through these inspections are included in planned maintenance programs to be undertaken using annual maintenance budgets.

If the annual inspections identify the need for major repairs outside the scope maintenance, then these items are included in future capital renewal programs to be funded through the capital budgeting processes.

1.10.7 Renewal Plan – Bus Shelters

The renewal of bus shelters is planned on a needs basis given the long life of these assets. Annual inspections are undertaken to identify any potential concerns.

The maintenance needs identified through these inspections are included in planned maintenance programs to be undertaken using annual maintenance budgets.

If the annual inspections identify the need for major repairs outside the scope maintenance, then these items are included in future capital renewal programs to be funded through the capital budgeting processes.

1.10.8 Renewal Plan – Other Road Assets

Other Road assets comprise Traffic Facilities, Guard Rail, Fencing, and Street Furniture.

The renewals of other road assets are also undertaken on a needs basis given the long life of these assets. Depreciation allocations for traffic facilities and other road assets (i.e. guard rails) have been allowed for in this Plan. The development of strategic renewal programs for bridge assets are

identified in the improvement plan. Annual condition and maintenance inspections are undertaken to identify any potential concerns.

The maintenance needs identified through these inspections are included in planned maintenance programs to be undertaken using annual maintenance budgets.

If the annual inspections identify the need for major repairs outside the scope maintenance, then these items are included in future capital renewal programs to be funded through the capital budgeting processes.

Some low value assets, such as, fences, seats and bin enclosures are either replaced or components repaired as routine maintenance activities.

1.11 Infrastructure Backlog

The infrastructure backlog as at 30 June 2023 for our Roads, Footpaths and Other Transport Infrastructure Assets is shown in the table 4 below, as reported in the Annual Financial Statements.

Table 3 Infrastructure Backlog for Roads, Footpaths and Other Transport Infrastructure Assets (\$000)

Asset Class	Infrastructure Backlog FY 22/23
Roads – Sealed (incl. retaining walls)	\$8,393
Roads – Unsealed	\$44
Other Road Assets	\$3,014
Footpaths	\$417
Bridges	\$548
2022-2023 Total	\$12,416
Roads – Additional backlog identified in Dec 2023 Road Condition Survey	\$4,174
Total at Dec 2023	\$16,590

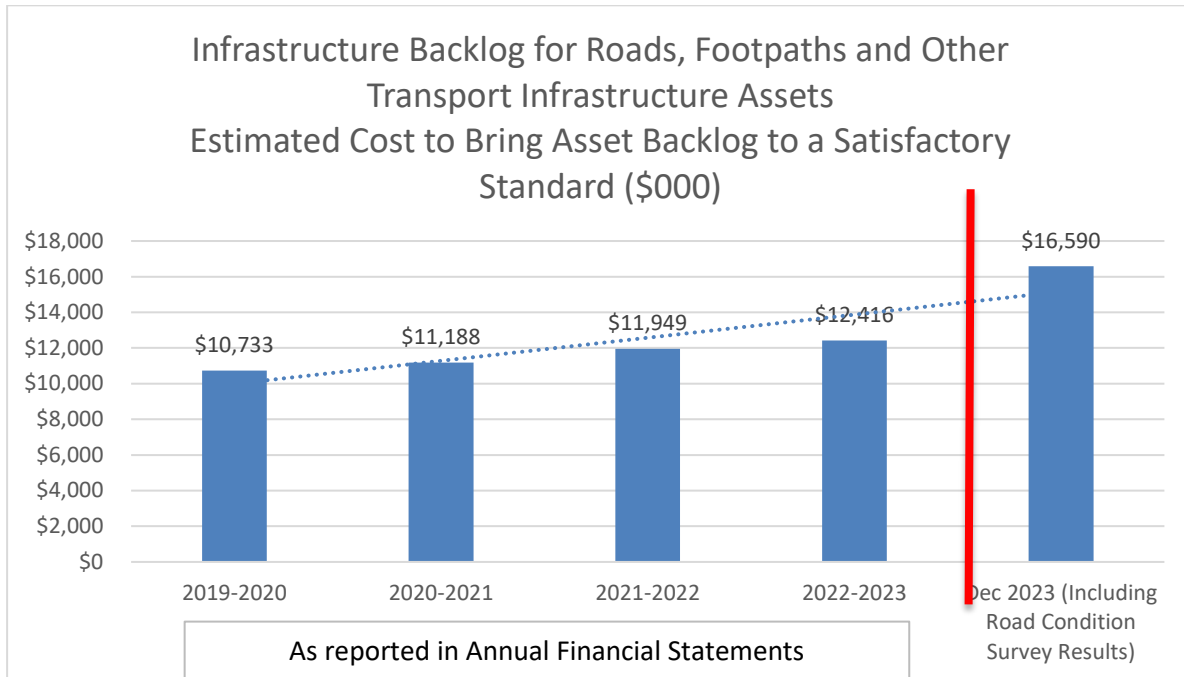
The development of renewal programs aims to target assets in poor and very poor condition whilst balancing risk to determine the priority of undertaking renewal works. The level of funding may influence renewal priorities and strategies for assets in poor condition.

The growing Infrastructure backlog for our Road Infrastructure Assets is shown in Table 5 below and shows an increasing level of backlog over the last four (4) financial years.

Table 5 Growing Infrastructure Backlog for Roads Infrastructure Assets

Financial Year	Infrastructure Backlog (\$000)
Dec 2023 (Incl. Road Condition Survey Results)	\$16,590
2022-2023	\$12,416
2021-2022	\$11,949
2020-2021	\$11,188
2019-2020	\$10,733

Figure 3 Growing Infrastructure Backlog for Roads Infrastructure Assets



The assets in less than satisfactory condition are monitored and scheduled into our rolling renewal programs depending on risk and priority. Additional asset renewal funding is required to address this growing backlog, as described in Section 5 – Unfunded Programs.

1.12 Asset Disposal

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Disposing of assets follow:

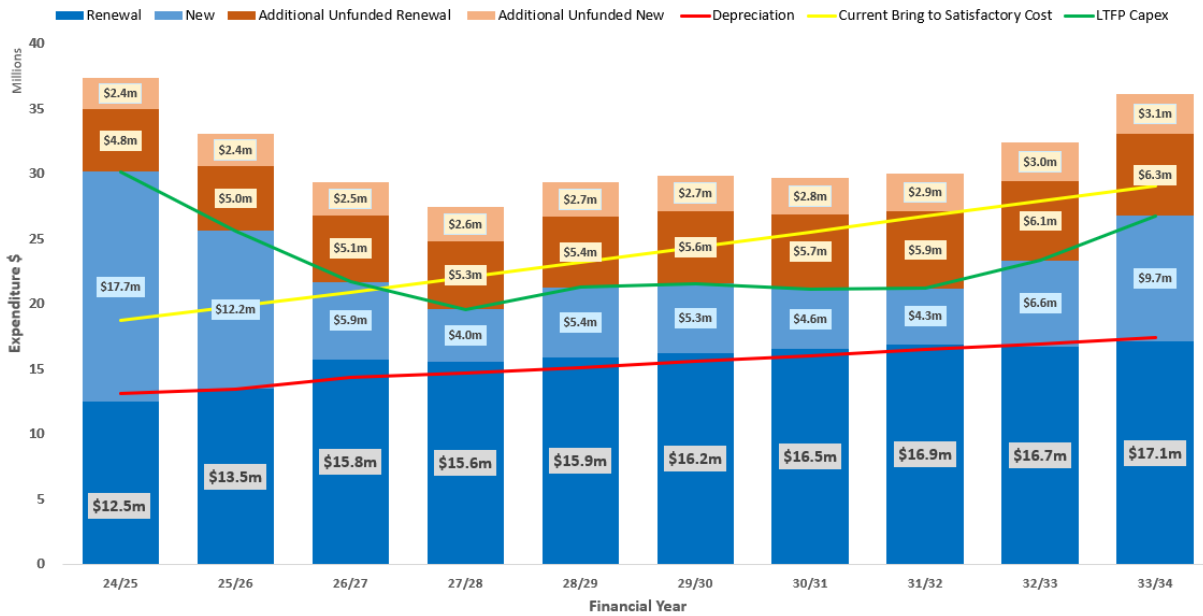
- Strategic considerations of the suitability of the existing roads to address the needs of the community. This evaluation will be based on:
 - Demographics and community preferences
 - Suitability of existing roads and ability/cost of improving and/or augmenting.
 - Usage patterns
 - Site selection
 - Level of Service provided
 - Cost/ benefit analysis, taking into account cost recovery, sales, operating and maintenance costs, initial construction costs and subsequent capital renewal costs.
- Council is committed to its involvement with the supply of Roads and any consideration of future disposals will be measured against the effect on the community and Council's commitment.
- Review of potential roads disposals is ongoing.
- In all cases asset disposal processes will comply with Council's legal obligations under the Local Government Act and other relevant Acts, which covers:
 - Public notification and consultation procedures required prior to sale
 - Restrictions on the minimum value recovered
- When considering disposal options all relevant costs of disposal will be considered including:
 - Evaluation of options,
 - Consultation/ advertising,
 - Professional services, including engineering, planning, legal, survey,
 - Demolition/ site clearing / make safe costs.
- Council will decide the use of revenue arising from the sale of assets, or the source of funds required to dispose of assets at the time of consideration of the asset's disposal.
- At this stage Council determines disposal and decommissioning on a needs basis and whole of life basis. Utilisation and age are major factors.

Currently, there are no roads planned to be disposed.

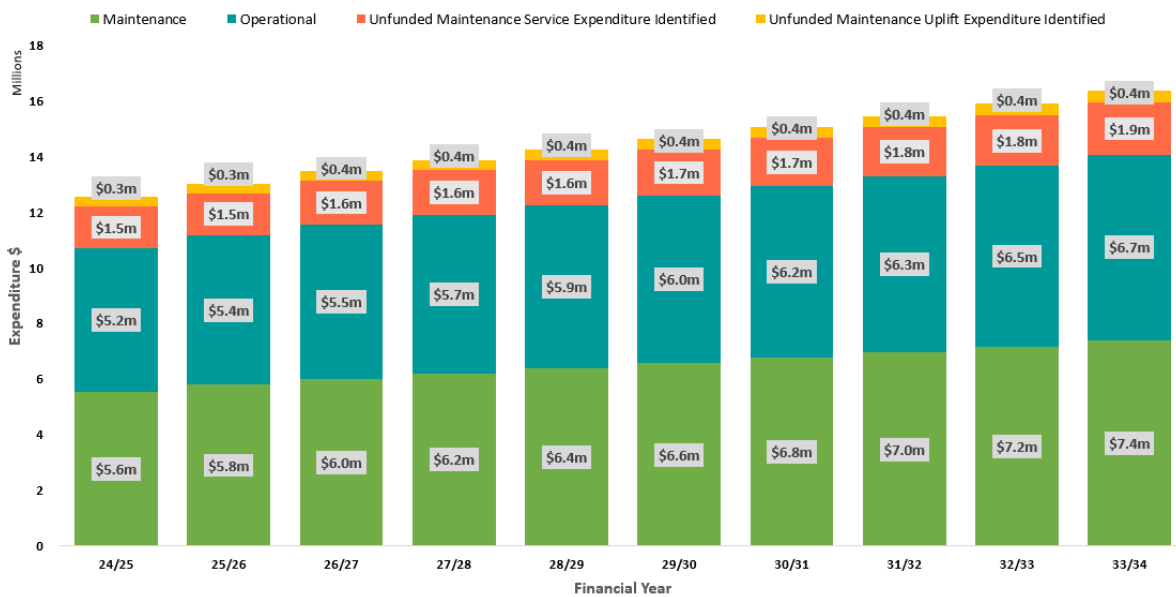
1.13 Forecasted Lifecycle Costs

The various capital and operational programs presented above have been forecasted in Figure 4 Roads, Footpaths and Other Transport Infrastructure Asset Expenditure to present the forecasted lifecycle costs over the next 10 years.

Figure 4 Roads, Footpaths and Other Transport Infrastructure Asset Expenditure
Council's 10-year Capital Investment - Roads, Footpaths and Other Transport Infrastructure



Council's 10-year Operational Investment - Roads, Footpaths and Other Transport Infrastructure



1.14 Asset Management Roles in Business Units

There are many key roles within the Transport & Civil Business Unit that contribute to the operation, maintenance, planning, renewal and creation of new assets.

Role	Responsibilities
Transport and Civil Infrastructure Assets Manager	Responsible for the Road Asset capital works program (new works and asset renewal) including the development and implementation of the Road Asset Management Plan and Policies. Council's role as Roads Authority. Financial delegation \$50,000.
Road Assets Engineer (6)	Strategic management of road assets including Asset Management Plan development, asset data collection and maintenance, asset revaluations, asset maintenance scheduling, asset creation, renewal and upgrades. Road pavement renewal programs; statutory reporting. Investigate and action customer requests relating to road assets, manage projects associated with road infrastructure asset programs
Pavement and Restorations Officer (3)	Manage the restoration of road openings by utilities and plumbers. Assist with the development of road resurfacing programs. Manage contractors undertaking restorations and road resurfacing.
Roads Technical Assistants (2) – 1 unfunded position	Provide engineering technical and administrative support to the Road Asset Team, including minor engineering survey and design; maintain asset systems and asset information
Business Development Manager, Transport and Civil Infrastructure	Provide assistance with systems, processes and projects. These include business improvement initiatives, financial management including long term forecasting, and work systems including the Technology one modules such as Finance, Customer Request Management and Works & Assets.
Construction and Maintenance Manager and Works Team	Provides maintenance services in response to reactive requests from customers and implements planned maintenance programs for road and stormwater assets. These services are provided by in-house teams and by external contractors. Provides After Hours Call-out Officers
Transport Network Team - Traffic and Road Safety	Responsible for the delivery footpath, road safety and traffic facilities programs, managing the operation of the road network associated with signage and line marking. Management of Street Lighting on public roads
Parking Operations	Operation of Council Parking Stations
Parks and Recreation	Commercial centre maintenance of paving and landscaping
Capital Projects	Provision of specialist civil engineering and project management in the design and delivery of civil works.
Local Emergency Management Officer (LEMO)	The Resilience and Emergency Management Coordinator is Council's Local Emergency Management Officer (LEMO) as required by the State Emergency and Rescue Management Act, 1989 providing executive support to the Local Emergency Operations Controller (NSW Police) and all emergency services/supporting agencies. The LEMO is also the delegated Chair of the Local Emergency Management Committee (LEMC).
Waste and Cleansing	Provide operations that ensure Council's road assets meet expectations for cleanliness and serviceability. This includes removal of litter and graffiti, cleaning of bus shelters, street sweeping and litter bin emptying.

Role	Responsibilities
Executive Manager, Transport and Civil Infrastructure	Road assets portfolio owner. Is liaison officer to the Transport and Travel SRG. Member of Strategic Asset Management Group. Provides advice to Mayor and Councillors. The Executive Manager is the responsible asset owner for this Asset Management Plan.
Director Transport and Assets	Financial delegation for approval of works exceeding Chairperson for the Strategic Asset Management Group (comprises Executive Manager representatives from all asset categories, Finance and Strategic Planning)
Chief Financial Officer	Provides strategic guidance regarding financial management of road assets and audits.
Chief Executive Officer	High level analysis of asset performance with particular attention to being a high performing Council in Asset Management.

2. ASSET MANAGEMENT IMPROVEMENTS

Improvements to our current lifecycle management practices have been identified and include:

- Review current levels of service provided through operations, maintenance and renewal of assets meets the customer expectations. If the current levels of service are not meeting our customers' expectations, this needs to be addressed through revising the levels of service and expenditure associated with this or managing the expectation of the customers.
- Implement a programmed inspection regime for collection of condition and defect data of assets. A proactive scheduled program of inspection should be developed to collate defect and condition data to be enabled to develop proactive maintenance programs and to refine renewal programs.
- Develop a strategic renewal program for our bridge assets.
- Develop a methodology to quantify the lifecycle costs of Roads, Footpaths and Other Transport Infrastructure assets which can be used in planning for new acquisitions of infrastructure in future generations of this AMP.
- Continue to improve the accuracy of the Asset Register, especially collecting information on retaining walls
- Risk Management – further develop routine inspections framework to manage risk
- Implement improvements to the maintenance management and the development of planned maintenance programs
- Optimising road renewal strategies to improve the condition of the road network

These improvements are included in our Asset Management Improvement Plan in Section 11.2 of [2024/002578 - 2023 Northern Beaches Council Infrastructure Asset Management Plan \(AMP\)](#)

3. ROADS, FOOTPATHS AND OTHER TRANSPORT INFRASTRUCTURE RISK REGISTER

Risk management at NBC is an important part of asset management planning. The purpose of infrastructure risk management is to document the findings and recommendations resulting from identifying, assessing and treating risks across our infrastructure portfolio. The risk will change over time, and our assessments are completed periodically to ensure the management of our risks are valid and appropriate for the time. Our infrastructure risk management assessments and plans have identified high, medium and low risks across our asset portfolio.

The NBC Enterprise Risk and Opportunity Management Policy² and Enterprise Risk and Opportunity Management Framework³ have been utilised in the risk assessment of infrastructure assets. These documents provide a consistent, systematic and considered approach to the identification, management and reporting of risk across the organisation. Council's approach to Enterprise Risk and Opportunity Management (EROM) is consistent with the Australian/New Zealand Risk Management Standard: AS/NZS ISO 31000:2018.

The table below identifies the infrastructure risk profile assets and describes the controls measures identified address these risks.

² <https://files.northernbeaches.nsw.gov.au/sites/default/files/documents/policies-register/enterprise-risk-policy/enterprise-risk-management-policy/enterprise-risk-management-policy-nov2020.pdf>

³Enterprise Risk and Opportunity Management Framework. Internal document. TRIM ref: 2021/321150

Roads, Footpaths and Other Transport Infrastructure Risk Register

Risk Reference Number	Risk or Opportunity Description	Root Causes / Situations where the risk or opportunity may arise	Consequences	Inherent Risk (with NO controls)			Residual Risk (with controls in place)			
				Likelihood	Consequence	Inherent Risk Score	Current Controls	Likelihood	Consequence	Residual Risk Score
ROADS-01	NR1 - Road Asset Network Condition and potential for public safety incidents from serious road defects	Deterioration in Network Condition	Potential for injury to community members	3. Possible	2. Moderate	Medium	Pavement condition surveys; Preventative maintenance Programs; Road renewal programs	4. Unlikely	2. Moderate	Low
ROADS-02	NR1 - Road Asset Network Condition - storm damage impacts to road ends at Collaroy	Storm damage impacts to road ends at Collaroy and the Collaroy Beach Carpark	Potential for continued erosion of public and/or private land, and ongoing negative community sentiment	3. Possible	4. Major	High	Construction of seawalls (Collaroy car park complete) and monitoring during storm events eg East Coast Lows	4. Unlikely	2. Moderate	Low
ROADS-03	NR2 - Bridges and Major Culverts - potential for public safety incidents from serious defects	Deterioration in Network Condition	Potential for bridge or culvert failure, road subsidence, or injury to community members	3. Possible	3. Significant	Medium	Complete annual bridge inspections	4. Unlikely	3. Significant	Medium
ROADS-04	NR3 - Footpath Network - potential for pedestrian safety incidents from significant footpath displacement	Deterioration in Network Condition and/or pedestrian safety	Potential for injury to community members	2. Likely	2. Moderate	Medium	Priority inspections in high pedestrian areas; Hazard identification by Public Place Officer; Trip hazard elimination by cold mix repairs or grinding; Footpath renewal programs	3. Possible	2. Moderate	Medium
ROADS-05	NR4 - Retaining Walls and road formations (cuttings and embankments) - Low to Medium Risk Sites - potential for public safety incidents from structural failure or slope instability	Structural failure or slope instability	Potential for road subsidence, road failure or injury to community members	3. Possible	2. Moderate	Medium	Monitor and inspection programs; Further assessment by geotechnical engineer If identified any further deterioration or instability	4. Unlikely	2. Moderate	Low
ROADS-06	NR5 - Retaining Walls and road formations (cuttings and embankments) - High Risk Sites - potential for public safety incidents from structural failure or slope instability	Structural failure or slope instability	Potential for road subsidence, road failure or injury to community members	3. Possible	4. Major	High	Monitor and inspection programs; Implement prioritised remedial works	3. Possible	4. Major	High
ROADS-07	Wharves - potential for public safety incidents from structural failure	Structural stability Deterioration in condition	Potential for wharf failure or injury to community members	2. Likely	3. Significant	High	Inspection program. Condition survey, routine maintenance. Identify and implement renewal/ upgrade needs	3. Possible	3. Significant	Medium
ROADS-08	Tidal Pools - potential for public safety incidents from structural failure	Deterioration of condition, serviceability	Potential for tidal pool failure or injury to community members	3. Possible	2. Moderate	Medium	Inspection program and general cleaning	4. Unlikely	2. Moderate	Low

4. SUMMARY OF EMERGING ISSUES

A number of emerging issues need to be considered and resolved over the next ten years, to be able to provide certainty for our infrastructure planning. These issues can be summarised as follows:

Cost considerations:

- Recent condition survey of the road network indicates that the proportion of poor and very poor condition assets is greater than what is recorded, which will require additional investment in our roads in the near future to address these condition concerns.
- There may also be demand for road improvements in offshore communities such as Scotland Island, and funding shortfalls in developer contributions in Warriewood Valley.
- A number of retaining wall and slope stability risks have been identified. Current allocation of funds are insufficient to remedy all the high risk sites.

Service considerations:

- Recent condition survey of the road network indicates that the proportion of poor and very poor condition is greater than what was previously recorded. Allowing roads to deteriorate may not be acceptable to the community, and puts additional pressure on maintenance and renewal budgets. Preventative maintenance treatments, such as spray sealing may not be accepted by the community.
- There may also be demand for road improvements in offshore communities such as Scotland Island, and funding shortfalls in developer contributions in Warriewood Valley.
- There are no constructed kerb and gutter assets in part of the urban road network. Council receives many requests from residents who live on these sections of roads to construct kerb and gutter to improve the amenity.

5. UNFUNDED PROGRAMS

A review of the current asset renewal and maintenance programs and the associated levels of Unfunded Programs has been undertaken as part of this AMP refresh. Infrastructure funding gaps have been identified within this Asset Management Plan, with the table below showing a summary of funding shortfalls in the following categories:

- Asset Renewal Gap
- Asset Maintenance Gap
- Uplift in Service Gap
- New Assets Gap

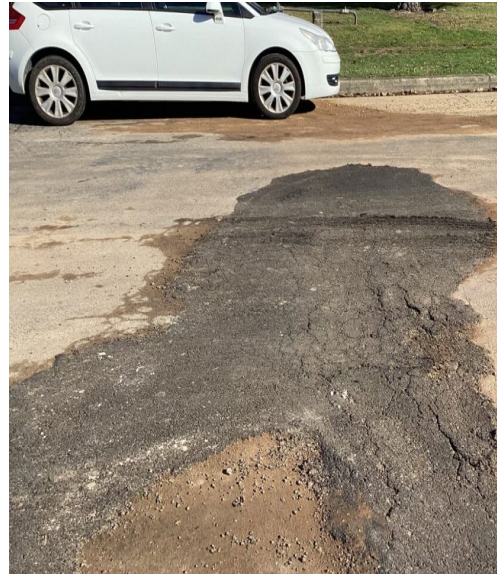
Category	Gap (\$m)
Renewal Gap	\$38.9
Maintenance Gap	\$14.5
Uplift in Service Gap	\$18.0
New Asset Gap	\$15.6
Total Unfunded Asset Management Plan	\$87.0

Below is a snapshot of some of the current issues impacting the size and growing nature of the Unfunded Programs:

Description of Unfunded Programs issues

Road Assets

- Condition of roads has been gradually declining
- Accelerated deterioration post 2022 storm events
- Cost increases (PPI) have been outpacing budgets in recent years
- Condition of the roads was the highest performance gap in 2022 community survey
- Increased community demand for road maintenance in offshore communities and new kerb & gutter



Description of Unfunded Programs issues

Retaining Walls

- Poor geology for landslips with 100 landslips in the road in 2022
- Renewal funds being used to renew road slopes (formation)
- Public safety risk - Council is required to maintain a safe road network
- Large amount of upper and lower slopes on the road
- Climate change increasing the intensity of storm events causing more landslips



Bridges

- Bridges are bespoke structures which are classed as critical infrastructure
- "Lumpy" cost profile to manage
- Current assessments under way which could change the outlook



Photo No: 26

Abutment 2

Evidence of corrosion staining under unit 28.

Photo No: 27

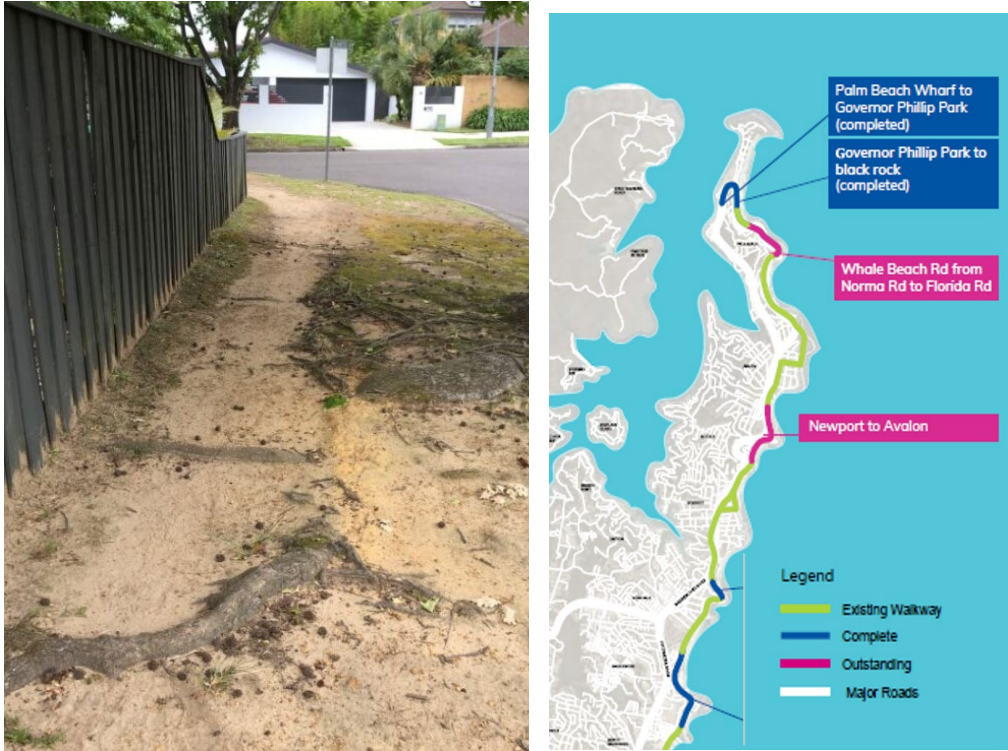
Ab

Evidence of possible settlement

Description of Unfunded Programs issues

Footpaths

- Coast walk has two sections that remain incomplete and unfunded
- Public expectation is high to complete the entire Coast Walk
- The below images are representative of the gap between expectation and delivery for new footpaths from the community (forward plan is over 100 years long)



The following sections show the Unfunded Programs for Road, Footpath and Other Transport Infrastructure assets.

5.1 Asset Renewal Gap

No	Renewal Gap Program	Renewal Gap Description	Gap (\$m)
			\$38.9m
R1	Road Renewal Program	Condition 4 & 5 assets based on Feb 2024 Condition Assessment	\$24.8
R2	Retaining Renewal Program	High-risk priority Retaining Walls, Cuttings and Embankments Renewals	\$6.3
R3	Kerb & Gutter Renewal Program	Renewal of aging infrastructure & street tree impacts	\$4.0

R4	Carpark Renewal Program		\$2.3
R5	Bus stop Renewal Program	DDA compliance for existing bus stops	\$1.5

Recent condition survey of the road network indicates an increased number of road segments are in a poor or very poor condition requiring renewals. The current level of funding is inadequate to undertake the required renewal.

The current level of funding is inadequate to remedy very high and high risk retaining walls/embankments, renewal of carparks, kerb and gutter which are not in a satisfactory condition.

The LTFP does not currently include sufficient funding required for road resheeting, renewal of retaining walls, carparks, kerb and gutter.

5.2 Asset Maintenance Gap

No	Maintenance Gap Program	Maintenance Gap Description	Gap (\$m)
			\$14.5m
M1	Bridge maintenance program	Developed from annual Bridge Inspection Program	\$0.8
M2	Car Park Maintenance Program	Sealed Carparks Unsealed Carparks	\$0.5 \$0.5
M3	Linkway Maintenance Program	Data Collection - linkways and stairs	\$0.17
M4	Footpath Maintenance Program	Maintenance of new footpath assets	\$0.4
M5	Fencing Maintenance Program	Pedestrian fencing and handrail fencing maintenance	\$1.0
M6	Road Pavement Maintenance Program	Preventative Maintenance Responsive Maintenance	\$1.5 \$5.9
M7	Scotland Island and Western Foreshores Maintenance Program	Scotland Island and Western Foreshores Maintenance	\$1.2
M9	Traffic Facilities Maintenance Program	Traffic Facilities Maintenance	\$1.5
M10	Retaining Walls Maintenance Program	Vegetation control on retaining walls	\$1.0

Maintenance budget levels identified in the LTFP are **inadequate** to meet projected service levels. Additional funding is required to undertake the required maintenance of roads, bridges, footpaths, street furniture, traffic facilities and retaining walls as identified above.

5.3 Uplift in Service Gap

No	Uplift in Service Gap Program	Uplift in Service Gap Description	Gap (\$m)
			\$18m
U1	Place Plan Service Uplift Program	Implementation of Avalon Place Plan	\$15.0
U2	Roads Service Uplift Program	Road Shoulders & Unsealed Roads Maintenance	\$3.0

Additional funding is required to provide improved level of service in undertaking regular road shoulder maintenance and implementation of Avalon Place Plan.

5.4 New Assets Gap

The following new assets have been identified through this review.

No	New Assets Gap Program	New Assets Gap Description	Gap (\$m)
			\$15.6m
N1	Cycleway Program	Active Transport Infrastructure - Cycleways	\$2.0
N2	Bus Shelters Program	New Bus Shelters Program	\$0.4
N3	Footpath Program	New Footpath Program	\$5.0
N4	Kerb & Gutter Program	New Kerb & Gutter Program	\$1.5
N5	Traffic Devices Program	New Traffic Devices - additional pedestrian crossings, lighting, traffic calming and improved parking management	\$5.0
N6	Smart Parking Program	Smart Parking Infrastructure management	\$1.4
N7	Additional Depreciation and Maintenance for new assets		\$0.3

6. ROADS, FOOTPATHS AND OTHER TRANSPORT ASSETS APPENDICES

6.1 Critical Assets - Critical Bridges, Culverts and Roads

Table 4 Critical Bridges, Culverts and Roads

Asset Number	Asset Search Description	Road Classification	Environmental	Financial	Critical
BRIDGES					
BBC00001	Oxford Falls Causeway	Rural Local	Creek		Yes
BBB00001	Bridge in Reserve, NOLAN RESERVE(DISTRICT PARK)	Urban Local	Creek		Yes
BBB00002	Bridge in Reserve, NOLAN RESERVE(DISTRICT PARK)	Urban Local	Creek	Major	Yes
BBB00003	Greycliffe Bridge over Manly Lagoon , Greycliffe Street - Stuart Sommerville Bridge	Regional	Manly Lagoon, No Known Services	Major	Yes
BBB00004	Griffin Road over Curl Curl Lagoon , Griffin Road North Curl Curl	Regional	Curl Curl Lagoon	Significant	Yes
BBB00005	Morgan Road over Oxford Creek , Cnr Oxford Falls Rd & Morgan Road	Rural Local	Creek	Catastrophic	Yes
BBB00006	Ocean Street over Narrabeen Lakes , Ocean Street Narrabeen	Urban Collector	Narrabeen Lagoon, Water Main		Yes
BBB00007	Pedestrian Bridge - Oxford Falls over Oxford Creek , Oxford Falls Rd at Oxford	Rural Local	Creek	Significant	Yes
BBB00008	Sloane Crescent over Manly Creek , Sloane Crescent	Urban Local	Creek	Significant	Yes
BBB00009	Toronto Avenue over South Creek , 80m West of South Creek	Urban Collector	Creek	Significant	Yes
BBB00010	Wearden Road over Middle Creek, 100m from Oxford Falls Rd	Rural Local	Creek		Yes
BBB00013	Macpherson Street Bridge Deck - includes 2 x 55 m2 concrete approach ramps.	Urban Collector	Creek		Yes
BBB00018	Bridge - Narroy Road	Urban Collector	Creek		Yes
BBB00019	Pedestrian Bridge - Monash Avenue	Rural Local	Creek		Yes
BBB00020	Bridge - Boondah Road	Urban Collector	Creek		Yes
BBB00034	Pedestrian Bridge - King Street	Urban Collector	Creek	Significant	Yes
BBB00039	Pedestrian Bridge - Wakehurst Parkway	State	State Road crossing		Yes
BBB00041	Bridge - Richmond Ave Carpark East	Urban Local	Creek		Yes
BBB00042	Bridge - Richmond Ave Carpark West	Urban Local	Creek		Yes
BBB00048	Pedestrian Bridge - Willandra Road	Regional	Creek		Yes
BBB00060	Pedestrian Bridge - Clarence Street	Urban Local	Creek		Yes
BBB00061	Pedestrian Bridge - Bells Wharf	Unclassified	Creek		Yes
BBB06000	Pedestrian Bridge - Boondah Road, Warriewood	Urban Collector	Creek		Yes
BBB06009	Pedestrian Bridge - Cabbage Tree Road, Bayview	Urban Collector	Creek		Yes
BBB06013	Pedestrian Bridge - Barrenjoey Road Bolt On, Avalon	State	Creek		Yes
BBB06017	Pedestrian Bridge - Catalina Crescent Road Reserve to Barrenjoey Road Walking Track, Avalon	Unclassified	Creek		No
BBB06033	Pedestrian Bridge - The Boulevard / Barrenjoey Road car park, Newport	Urban Collector	Creek		Yes

MAJOR CULVERTS					
BOC00001	CAMPBELL AVENUE Bridge Culvert	Regional	Creek		Yes
BOC00004	LITTLE WILLANDRA ROAD Bridge Culvert	Urban Collector	Creek		Yes
BOC00005	WILLANDRA ROAD Bridge Culvert	Regional	Creek		Yes
BOC00007	OLD PITTWATER ROAD Bridge Culvert	Regional	Creek		Yes
BOC00008	KENTWELL ROAD Bridge Culvert	Regional	Creek		Yes
BOC00009	HARBORD ROAD Bridge Culvert	Regional	Creek		Yes
BOC00010	BANGAROO STREET Bridge Culvert	Urban Collector	Creek		Yes
BOC00014	PRINGLE AVENUE Bridge Culvert	Urban Collector			Yes
BOC00016	STARKEY STREET Bridge Culvert	Urban Collector	Creek		Yes
BOC00019	MYOORA ROAD Bridge Culvert	Urban Collector			Yes
BOC00021	BOORALIE ROAD Bridge Culvert	Urban Collector	Creek		Yes
BOC00022	WILLANDRA ROAD Bridge Culvert	Regional	Creek		Yes
BOC00024	CONDAMINE STREET Bridge Culvert	State Road – check ownership	Creek		Yes
BOC00026	BOORALIE ROAD Bridge Culvert	Urban Collector	Creek		Yes
BOC00030	PRINGLE AVENUE Bridge Culvert	Urban Collector	Creek		Yes
BOC00025	JACKSONS ROAD Bridge Culvert	Urban Collector	Creek		Yes
BOC00031	JACKSONS ROAD Bridge Culvert	Urban Collector	Creek		Yes
BOC00032	NARROY ROAD Bridge Culvert	Urban Collector	Creek		Yes
BOC00033	POWDERWORKS ROAD Bridge Culvert	Regional	Creek		Yes
BOC00034	PITTWATER ROAD Bridge Culvert	Regional	Creek		Yes
BOC00035	MONA STREET Bridge Culvert	Urban Collector	Creek		Yes
BOC00036	MACPHERSON STREET Bridge Culvert	Urban Collector	Creek		Yes
BOC00037	BARRENJOEY ROAD Bridge Culvert	State Road – check ownership	Creek		Yes
BOC00038	BARRENJOEY ROAD Bridge Culvert	State Road – check ownership	Creek		Yes
BOC00039	GARDEN STREET Bridge Culvert	Urban Collector	Creek		Yes
BOC05000	Bridge Culvert - Quirk Road	Urban Collector	Creek		Yes
BOC06000	Bridge Culvert - Avalon Shopping Centre	Urban Collector	Creek		Yes
REGIONAL ROADS		Road Classification	Length (m)		Critical
FLS00002	Abbott Road, NORTH CURL CURL	Regional	470		Yes
FLS01184	Adams Street, CURL CURL	Regional	831		Yes
FLS00484	Allambie Road, ALLAMBIE HEIGHTS	Regional	3496		Yes
FLS01275	Allambie Road, FRENCHS FOREST	Regional			Yes
FLS00971	Beacon Hill Road, BEACON HILL	Regional	1060		Yes
FLS01143	Beacon Hill Road, BROOKVALE	Regional			Yes
FLS01170	Bennett Street, CURL CURL	Regional	250		Yes
FLS01549	Bridge Road, QUEENSCLIFF	Regional	59		Yes
FLS01030	Campbell Avenue, DEE WHY	Regional	504		Yes
FLS00375	Carawa Road, CROMER	Regional	962		Yes
FLS00156	Cavill Street, FRESHWATER	Regional	301		Yes
FLS01486	Cavill Street, QUEENSCLIFF	Regional			Yes
FLS01488	Dalley Street, QUEENSCLIFF	Regional	144		Yes

FLS01499	Dee Why Parade (Pittwater - Clarence), DEE WHY	Regional	785	Yes
FLS01038	Dee Why Parade, DEE WHY	Regional		Yes
FLS01501	Fisher Road DEE WHY (Pittwater - St Davids),	Regional	700	Yes
FLS00390	Fisher Road North, CROMER	Regional	502	Yes
FLS01042	Fisher Road, DEE WHY	Regional	1048	Yes
FLS01490	Greycliffe Street, QUEENSCLIFF	Regional	318	Yes
FLS01046	Griffin Road, DEE WHY	Regional	1265	Yes
FLS00027	Griffin Road, NORTH CURL	Regional		Yes
FLS01163	Harbord Road, BROOKVALE	Regional	2200	Yes
FLS01185	Harbord Road, CURL CURL	Regional		Yes
FLS01048	Harbord Road, DEE WHY	Regional		Yes
FLS00174	Harbord Road, FRESHWATER	Regional		Yes
FLS00597	Harbord Road, FRESHWATER	Regional		Yes
FLS00029	Harbord Road, NORTH CURL CURL	Regional		Yes
FLS01471	Kenneth Road, MANLY VALE	Regional	728	Yes
FLS00512	Kentwell Road, ALLAMBIE HEIGHTS	Regional	930	Yes
FLS00601	Kentwell Road, NORTH MANLY	Regional		Yes
FLS00179	Lawrence Street, FRESHWATER	Regional	188	Yes
FLS01070	Lynwood Avenue, DEE WHY	Regional	150	Yes
FLS00960	McIntosh Road, BEACON HILL	Regional	2138	Yes
FLS01071	McIntosh Road, DEE WHY	Regional		Yes
FLS00094	McIntosh Road, NARRAWEENA	Regional		Yes
FLS01568	Old Pittwater Road, BROOKVALE	Regional	156	Yes
FLS01191	Oliver Street, CURL CURL	Regional	1665	Yes
FLS00192	Oliver Street, FRESHWATER	Regional		Yes
FLS00007	Pitt Road, NORTH CURL CURL	Regional	1017	Yes
FLS01482	Queenscliff Road, QUEENSCLIFF	Regional	266	Yes
FLS00344	South Creek Road (Campbell to Fisher), CROMER	Regional	726	Yes
FLS01001	South Creek Road, DEE WHY	Regional		Yes
FLS01010	The Strand, DEE WHY	Regional	250	Yes
FLS00909	Willandra Road, BEACON HILL	Regional	2137	Yes
FLS00359	Willandra Road, CROMER	Regional		Yes
FLS00066	Willandra Road, NARRAWEENA	Regional		Yes
FLS01140	Winbourne Road, BROOKVALE	Regional	740	Yes
FLS05036	Balgowlah Road, MANLY	Regional	244	Yes
FLS05094	Commonwealth Parade, MANLY	Regional	325	Yes
FLS01609	Condamine Street, BALGOWLAH HEIGHT	Regional	860	Yes
FLS06158	Darley Street, MONA VALE	Regional	698	Yes
FLS06211	Garden Street, NARRABEEN NORTH	Regional	426	Yes
FLS05168	Hill Street, FAIRLIGHT	Regional	97	Yes
FLS05188	Kenneth Road, MANLY	Regional	575	Yes
FLS05198	Lauderdale Avenue, FAIRLIGHT	Regional	556	Yes
FLS06370	Mccarrs Creek Road, CHURCH POINT	Regional	2889	Yes
FLS05236	North Steyne, MANLY	Regional	1248	Yes
FLS06454	Pittwater Road, BAYVIEW	Regional	2785	Yes
FLS06455	Pittwater Road, CHURCH POINT	Regional	1060	Yes

FLS06456	Pittwater Road, MONA VALE	Regional	815		Yes
FLS06465	Powderworks Road, ELANORA HEIGHTS	Regional	1046		Yes
FLS06466	Powderworks Road, INGLESIDE	Regional	1919		Yes
FLS06467	Powderworks Road, NARRABEEN NORTH	Regional	1318		Yes
FLS05277	Raglan Street, MANLY	Regional	196		Yes
FLS05288	Rosedale Avenue, FAIRLIGHT	Regional	314		Yes
FLS05315	The Crescent, MANLY	Regional	180		Yes
FLS05339	West Esplanade, MANLY	Regional	330		Yes

6.2 Critical Assets - Critical Retaining Walls/Embankments:

Table 7 Critical Retaining Walls and Embankments

Asset Number	Asset Search Description	Height (m)	Length (m)	Risk	Bus Route	AAD Traffic	Road Class'n	Critical
(BUILT) RETAINING WALLS								
RBR00009	363 Condamine St, Manly Vale	4	38	Low	Yes	AADT3	State	Yes
RBR00021	166-172 Queenscliff Rd, Queenscliff	4	75	Low	No	AADT1	Regional	Yes
RBR00026	26-46 Greycliffe St, Queenscliff	5	200	Low	Yes	AADT3	Regional	Yes
RBR00030	47-45 Wyndora Av, Harbord	4	45	Low	No	AADT1	Local	Yes
RBR00031	54-64 Greycliffe St, Queenscliff	5	100	Low	Yes	AADT3	Regional	Yes
RBR00032	71-79 Cumberland Ave, Collaroy	5	62	Low	No	AADT1	Local	Yes
RBR00047	Cowan Drive, Cottage Point	4	600	Low	No	AADT1	Rural Collector	Yes
RBR00078	4-6 The Esplanade Narrabeen	5	28	Data Not Available	No	Data Not Available	Collector	Yes
RBR06158	137 Prince Alfred Parade, Newport	10	104	Data Not Available	Yes	Data Not Available	Local	Yes
RBR06151	58 Riverview Road, Avalon	5	50	Data Not Available	Yes	Data Not Available	Local	Yes
RBR06098	33 Cabarita Road, Avalon	4	25	Data Not Available	No	Data Not Available	Local	Yes
RBR06105	61 Cabarita Road, Avalon	4	34	Data Not Available	Yes	Data Not Available	Local	Yes
RBR06115	8 Cannes Drive, Avalon	4	9	Data Not Available	Yes	Data Not Available	Local	Yes
RBR06120	2 Elimatta Road, Mona Vale	4	28	Data Not Available	Yes	Data Not Available	Local	Yes
RBR06125	1943 Pittwater Road, Bayview	4	6	Data Not Available	No	Data Not Available	Regional	Yes
RBR06148	222 Barrenjoey Road, Newport	4	46	Data Not Available	Yes	Data Not Available	State	Yes
RBR06159	242 Barrenjoey Road, Newport	4	19	Data Not Available	Yes	Data Not Available	State	Yes
RBR06160	248 Barrenjoey Road, Newport	4	27	Data Not Available	Yes	Data Not Available	State	Yes
RBR06165	85 Grandview Drive, Newport	4	32	Data Not Available	No	Data Not Available	Local	Yes
GEOTECHNICAL SITES / EMBANKMENTS								
RBR00117	Beacon Hill Road, Beacon Hill	3	30	High	No	Data Not Available	Regional	Yes

6.3 LTFP Funded Capital New Program - Long Term Financial Plan (\$000)

	Delivery Program				LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
New Footpaths	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
New Traffic Facilities	3,600	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Dee Why Town Centre – Construction – Phase 1	-	-	-	-	-	-	-	-	-	1,684
Scotland Island Roads and Drainage Improvements	1,157	941	164	168	172	176	180	185	-	-
Warriewood Valley – Traffic and Transport Infrastructure	1,126	5,014	1,417	203	1,000	1,000	300	-	-	2,378
Bike Plan Implementation - New Works	-	-	-	-	-	-	-	-	-	-
Connecting Communities - Footpaths Programs	900	-	-	-	-	-	-	-	-	-
Connecting Communities - Cycleways Program	2,650	2,500	-	-	-	-	-	-	-	-
Manly Laneways	-	-	650	120	120	120	120	120	120	120

Church Point - New Infrastructure	863	-	-	-	-	-	-	-	-	-	-
Kerb and Gutter New Works	300	200	200	-	-	-	500	500	500	500	500
Commercial Centre Upgrade Program	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Traffic Facility Delivery - Accelerated	-	-	-	-	-	-	-	-	-	-	-
Avalon Place Plan Implementation	1,100	-	-	-	579	550	-	-	-	-	-
Safer Schools Infrastructure	600	-	-	-	-	-	-	-	-	-	-
Queenscliff Headland Access Ramp	900	-	-	-	-	-	-	-	-	-	-
Dee Why Beach Secure Bike Storage	-	-	-	-	-	-	-	-	-	-	-
Pedestrian and Cyclist Bridge Pittwater Road, Queenscliff	2,990	-	-	-	-	-	-	-	-	-	-
Manly Place Plan Implementation	-	-	-	-	-	-	-	-	2,500	1,500	
TOTAL	17,686	12,154	5,932	3,991	5,372	5,346	4,600	4,305	6,620	9,683	

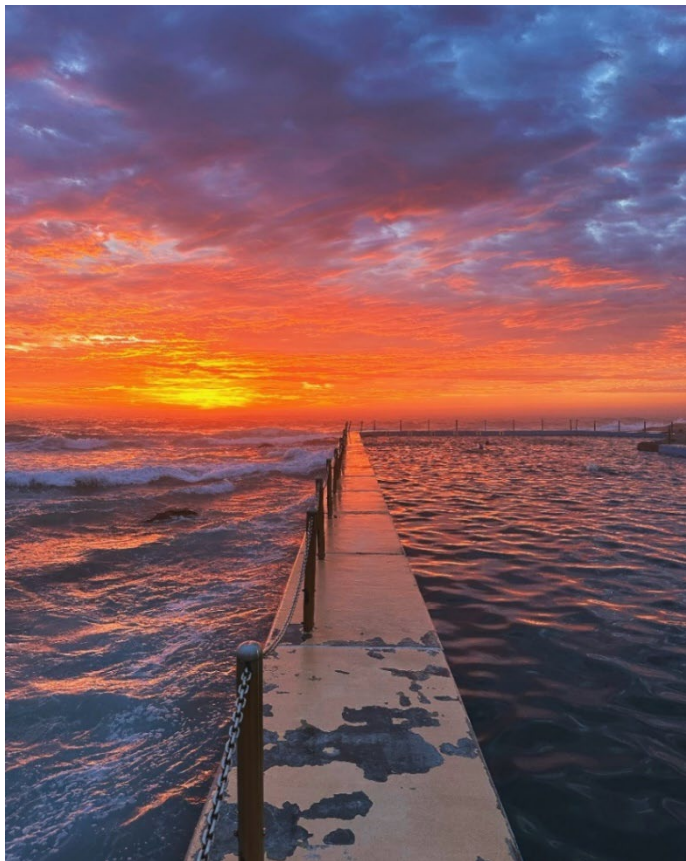
6.4 LTFP Funded Capital Renewal Program - Long Term Financial Plan (\$000)

	Delivery Program				LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Bus Stop Renewal Program	94	-	112	115	117	120	123	126	129	133
Carpark Renewal Program	286	390	832	853	873	894	916	939	962	986
Footpath Renewal Program	1,251	1,281	1,459	1,496	1,532	1,568	1,606	1,646	1,687	1,729
Kerb & Gutter Renewal Program	1,101	1,203	1,756	1,800	1,843	1,887	1,932	1,981	2,030	2,081
Retaining Wall Renewal Program	1,114	1,057	1,107	663	679	694	710	727	745	763
Road Resheeting Program	7,095	7,797	9,034	9,260	9,438	9,619	9,805	10,003	10,206	10,414
Bridge Renewal Program	818	1,022	80	-	-	-	-	-	-	-
Commercial Centre Renewal Program	600	614	818	1,294	1,310	1,326	1,342	844	864	885
Public Place Bin Enclosures Program	100	100	100	100	100	100	100	100	102	105
Balgowlah Commercial Centre Renewal	-	-	460	-	-	-	-	530	-	-
TOTAL	12,460	13,464	15,758	15,581	15,892	16,210	16,535	16,896	16,726	17,097

The details of Renewal Programs are in [2024/261130 - TCI - Renewal Program Projects - Apr 2024](#)



Open Space and Recreational Assets Asset Management Plan 2024



Document Control			
TRIM REFERENCE NO.			2024/168638
Approval Authority	Strategic Asset Management Panel	Date of First Approval	17 April 2024
		Next Review Due Date	30 June 2025

Action	Responsible Officer/s
Prepared by	Senior Asset Planning Officer
Reviewed by Asset Managers and Finance	Manager, Park Assets - Planning Design & Delivery Team Leader, Financial Planning & Assets Manager, Asset Strategy & Planning
Reviewed by Asset Owner	Executive Manager Parks & Recreation
Reviewed by Finance	Executive Manager Financial Planning & Systems
Reviewed by Asset Director	A/Director Transport & Civil Infrastructure
Approved by	Strategic Asset Management Panel (SAMP)

Rev No.	Date	Changes	Author/Approver
Draft	10/4/2024	First draft for review	Senior Asset Planning Officer
V1.0	17/4/2024	Endorsed by Strategic Asset Management Panel Recommended to Council for public exhibition	SAMP

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1. LIFECYCLE MANAGEMENT PLAN

1.1 Open Space and Recreational Assets Overview

The assets covered in Asset Management Plan include the open space and recreational assets shown in Table 1

Table 1 Open Space and Recreational Assets

Asset Category	Physical Parameters	Dimensions
Sportsgrounds	Range of sport and sport supporting infrastructure including: <ul style="list-style-type: none"> - Sportsgrounds - Synthetic Sportsgrounds - Hardcourts - Sportsground lighting - Irrigation systems - Sports nets - Cricket Wickets 	60 sportsground sites
Foreshores	Infrastructure that protects and aids in the utilisation of the foreshore environment: <ul style="list-style-type: none"> - Seawalls and retaining walls - Watercraft storage 	12.9 km of seawalls 14.5 km of retaining walls
Reserves	General infrastructure found across Council's reserves: <ul style="list-style-type: none"> - BBQs - Shelters - Bubblers - Fencing 	641 sites
Recreational Trails	Pathway and boardwalk infrastructure that provide sustainable access and linkages throughout Council parks and bushland reserves.	84.7 km of pathways 53 bridges
Playgrounds	Playgrounds and impact attenuation surfacing in reserves and restricted sites such as childcares and community centres.	239 playgrounds
Rockpools	Ocean Pools constructed in the coastal tidal zone along the coastline of the Northern Beaches.	15 rockpools
Wharves and Jetties		32 wharves and jetties
Tidal Pools		9 tidal pools
Ticket meters		

Northern Beaches Council's Parks and Recreation Business Unit manages public Open Space and Recreational Assets which includes sportsgrounds, foreshore and reserve infrastructure, reserves, recreational trails, playgrounds and rockpools. Council's open space and recreational infrastructure totals over \$473 million of assets. The Executive Manager is the responsible asset owner for this Asset Management Plan.

1.2 Asset Values

The value of the Open Space and Recreational Infrastructure portfolio is reviewed every five (5) years as part of our Asset Revaluation program, using a combination of a review of NBC panel contracts, completion of recent new or renewal of open space assets and use of specialist asset management consultants to provide revaluation or unit rates where NBC does not have recent. A desktop revaluation occurs annually to review the asset register and asset condition, as well as index the asset values – Gross Replacement Cost, Written Down Value and Annual Depreciation.

The Gross Replacement Cost of the Open Space and Recreational Assets portfolio is shown in figure 1 below.

Figure 1 - Open Space Asset Values

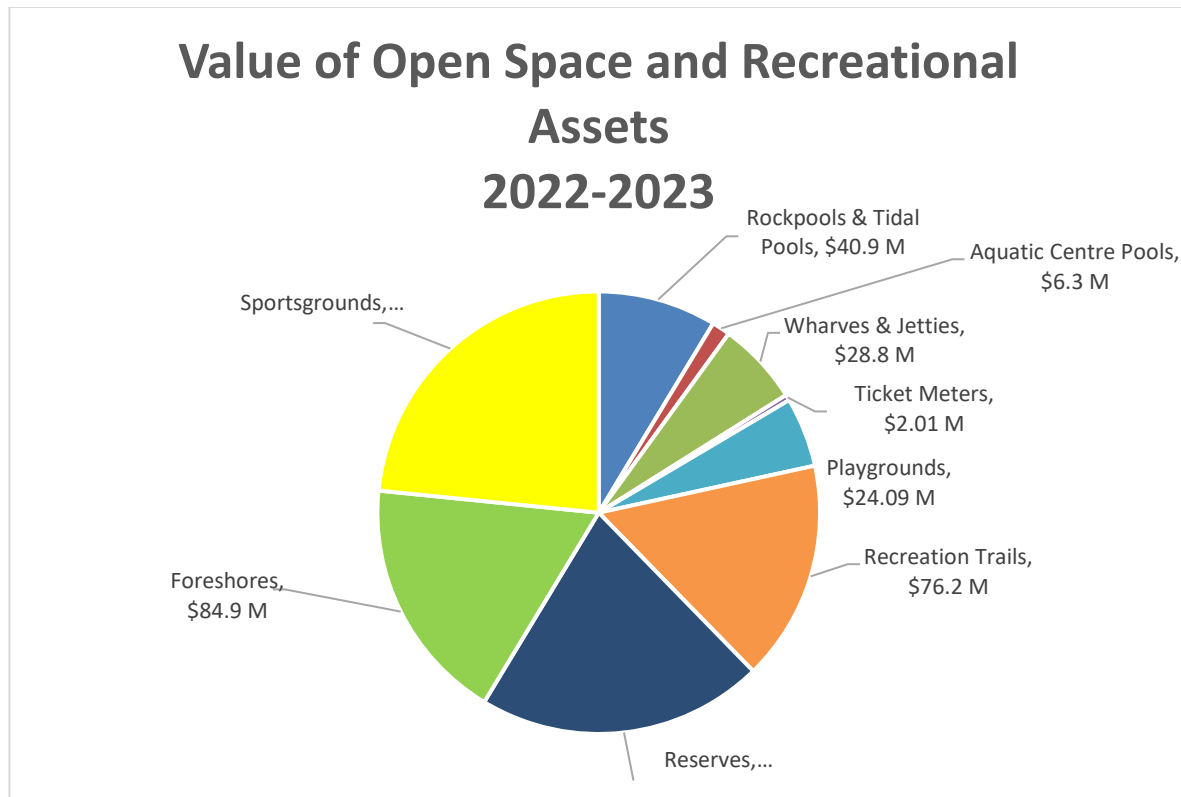
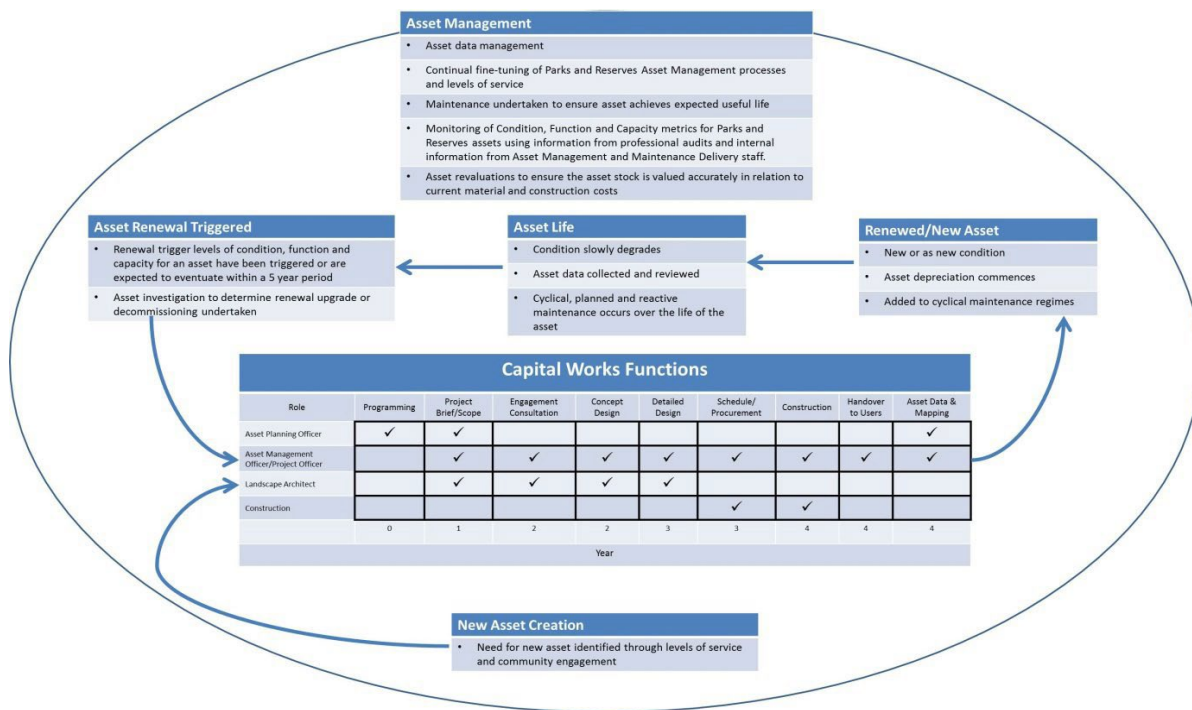


Figure 2 below provides a summary of how Parks and Recreation business unit manage the asset life cycle and relates the various components of the capital works functions to the various team members of the Parks and Recreation asset team.

Figure 2 - Asset Management System



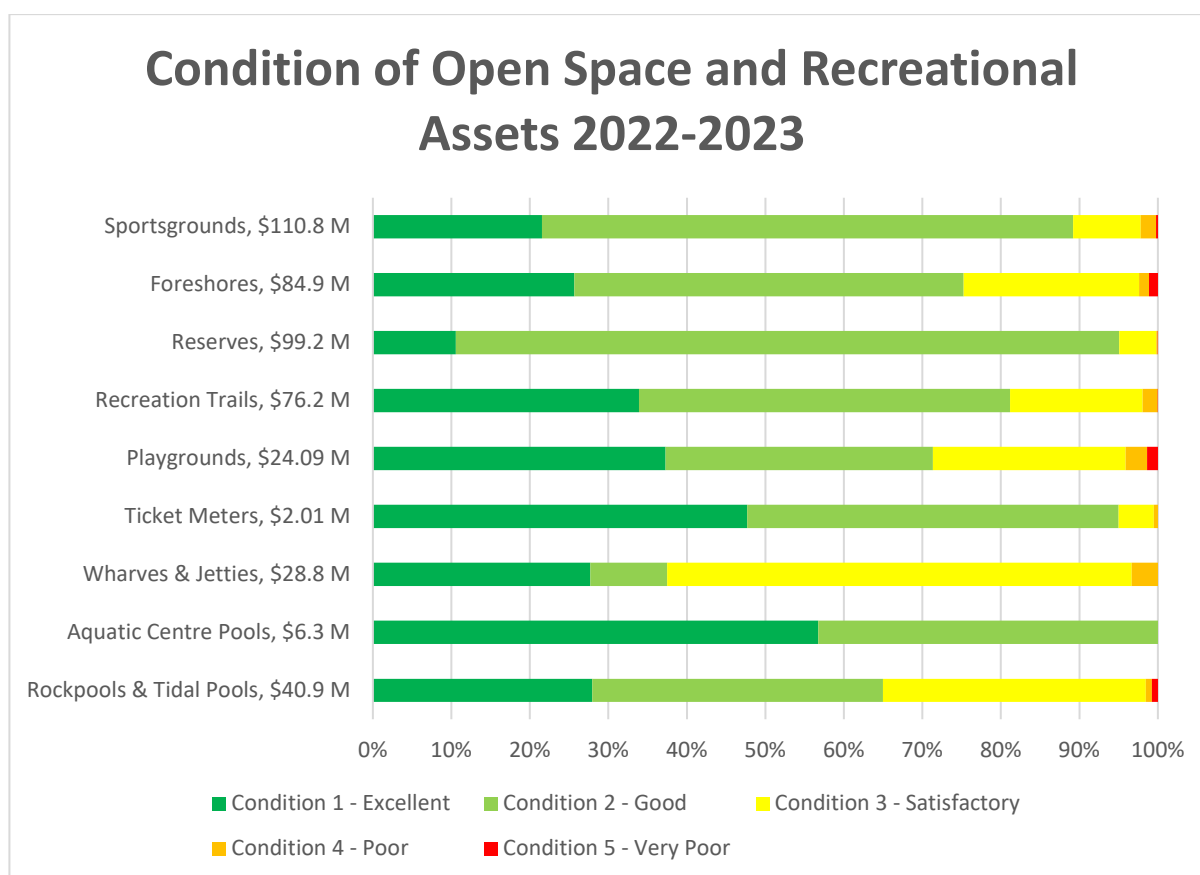
1.3 Asset Condition

Condition assessments are technical inspections carried out to evaluate the physical state of our infrastructure assets. The condition helps inform both our maintenance and long-term planning of our assets' renewal needs.

Our condition methodology is based on an advanced asset management approach, using a 1-10 rating system for assessing the 'Technical Condition' of our assets, which aligns to the NSW Office of Local Government's (OLG) *Report of Infrastructure Assets*²⁷ 1-5 condition rating scale (as shown in Appendix 15.3).

Assets that have a technical condition of 7 – 10 are assessed and placed on the forward renewal program.

Figure 3 - Condition of Open Space and Recreational Assets



1.4 Contaminated Land

Many of the parks, particularly sportsfields, were previously used as uncontrolled landfill from the late 19th century through to as late as the early 1980's. Some of these sites pose significant risk to Council, financially, environmentally, and potentially to human health. Contaminated sites are managed within the framework provided by the Contaminated Land Management Act 1998. The following sites have been subject to remediation of varying degrees and are subject to an Environmental Management Plan:

- Weldon Oval, Curl Curl
- Aquatic Reserve, Frenchs Forest
- Little Manly Point, Manly
- Adams Street Reserve, Curl Curl
- John Fisher Park, Curl Curl/North Curl Curl
- LM Graham Reserve, Manly

- Addiscombe Road Reserve, Manly Vale
- Condoover Reserve, North Balgowlah

It is highly likely that some form of remediation and an environmental management plan will be required for Hitchcock Park and St Matthews Farm in the near future.

The type of remediation required is dictated by the type and mobility of the contamination. All remediation is costly and the imposts of environmental management plans for maintenance activities, particularly works on buried services such as stormwater is high.

Unexpected finds of asbestos are generally an operational expense. A qualified hygienist or other appropriately qualified professional are engaged off a panel contract to remove asbestos and provide a clearance certificate when they are satisfied the risk has been mitigated satisfactorily.

In terms of how major remediation of land is treated financially the contamination is identified as a liability in its own right in Land Improvements – Depreciable, and remediation costs are costed against this liability. This capitalisation is not counted towards the renewal ratio.

1.5 Asset Capacity and Performance

Our Condition Assessment tools and practices are building from our current core level of condition assessment to an advanced level of Asset Management, and now incorporate asset function and capacity reporting capability. These attributes respectively assess an asset's ability to cater for the level of use it is subjected to, and an assets compliance with Australian standards and construction requirements. We are adopting a staged implementation for incorporating these into our asset inspection and monitoring processes.

Currently the functionality criteria is being utilised in the playground asset class and helps to identify playgrounds which are not complying with current Australian Standards. This information assists staff when prioritising renewals and upgrades.

1.6 Acquisition and New Assets

New assets are those that did not previously exist, or works have resulted in an upgrade or improvement to an existing asset beyond its existing capacity and or function. New and upgraded assets are required to continue to meet the community's expected level of service.

However, increasing the asset stock or the service level provided by the asset increases Council's operational and maintenance liability, which, if left unfunded, will result in a general drop in service levels across Council or if service levels are maintained maintenance and operational budgets going into deficit.

New assets can arise through:

- Construction works funded through Council as per the adopted Delivery Program, funded through Council funds, grants, developer contributions, sale of assets/land. For example new facilities in land release areas, facilities to fill network gaps for playgrounds, youth facilities, pathways etc, improved sporting facilities to meet new standards, implementation of the strategies such as the Transport Strategy, Open Space Strategy and plans such as various masterplans to the Coastal Zone Management Plan (CZMP) for Collaroy-Narrabeen and Fisherman's Beach
- Construction of infrastructure gifted to Council from developers
- Infrastructure gifted to Council from other bodies, such as the State Government
- Assets developed by other parties on public land such as Surf Life Saving Club or Sports Clubs

During financial years 2023/2024 and 2024/2025, we are planning for the following new assets:

- Park upgrades in Frenchs Forest, Freshwater Beach, Ivanhoe Park and Lynne Czinner Park;
- New pathways, bridges, boardwalks,
- Reserve infrastructure including shelters, bubblers, seats etc.
- Playground Upgrades at Griffith Park and Trafalgar Park, with existing equipment to be improved and expanded upon.
- Upgraded mountain bike infrastructure and trails
- New youth space and hardcourt at Beverly Job Park
- Collaroy-Narrabeen Coastal Protection (Seawall) Works that protect public park assets between Collaroy Beach Carpark and Devitt Street at Collaroy. Construction of coastal protection works will be undertaken in accordance with the Coastal Zone Management Plan for Collaroy-Narrabeen Beach and Fishermans Beach (and in particular Action H6 of that plan). Works will need to be designed and sited to meet the requirements of relevant legislation, CZMPs/CMPs & policies and may include revetments, hybrids and/or seawalls depending on the specific specialist advice for each site.

Our 10-year funded LTFP capital new works program is shown in Table 1 below. Details of this program can be found in Section 6.3 Capital New - Long Term Financial Plan.

Table 1 Funded LTFP Capital New Program – Open Space and Recreation Assets

Delivery Program					LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
TOTAL	17,686	12,154	5,932	3,991	5,372	5,346	4,600	4,305	6,620	9,683

1.6.1 New Asset Selection

New assets and upgrade/expansion of existing assets are identified from various sources including community requests, Council resolutions, proposals identified by strategic plans, which are developed in conjunction with Councillors, community and other organisations where necessary.

Our works programs are developed using a justification score of the project, which is developed during the business case process developed by Council’s Capital Projects business unit. The main components of this process are:

- Initial check to ensure permissibility under Plans of Management and the Local Environmental Plan (LEP)
- Project Scoping
 - Project Brief
 - Business Case
 - Budget Estimation
- Project Approval
- Prioritisation and budget adoption

Almost all new significant open space and recreational projects are developed as a result of a Council adopted masterplan or strategic plan, which then forms the base of the business case for the project. New asset requests from customers are collated and ranked based on the criteria contained in the Open Space New Asset Prioritisation Matrix which includes consideration of safety, compliance, capacity/functionality improvements etc.

1.7 Standards and Specifications

The design and construction of new assets is undertaken in accordance with the relevant Australian Standards and construction specifications. Some of the standards regularly referred to for open space and recreational capital works include:

- NBC Minor Engineering Specification
- AUS-SPEC/NAT-SPEC
- Australian Standard for Sports Lighting
- Australian Standards for pathways and bridges
- Australian Standards for concrete design

Other standards from industry bodies are also utilised, examples including:

- Kidsafe Playground standard
- FIFA Certification for Synthetic Sportsgrounds
- Austroads standard for pathway design

1.8 Operational Activities

Operational activities are recurrent activities that are continuously required to provide services. The following activities are considered operational:

- Cleanliness – leaf blowing of paths and playgrounds, rock pool cleaning, litter picking and bin emptying
- Functionality – mowing of sportsground grass, removal of low hanging tree branches over paths
- Running Costs – Floodlight and pump electricity, irrigation water use
- Asset inspection and monitoring

These activities are funded through Council's operational budgets.

1.9 Maintenance Activities

Maintenance activities are actions for retaining the asset as near as practicable to an appropriate service condition including regular on-going day-to-day work necessary to keep assets operating. These activities are not intended to improve the condition of the asset but retain it from degrading or deteriorating to a condition where it will no longer operate as designed.

Maintenance activities can be routine/planned (i.e. undertaken at regular frequencies) or reactive (i.e. in response to an event or issue).

Infrastructure maintenance responsibilities in parks is split geographically between the northern and southern halves of the LGA. Two maintenance coordinators within the Parks Operations Team manage one of these areas each.

1.9.1 Routine Maintenance

Routine maintenance is regular planned work that is identified and managed through our maintenance systems and processes (i.e. planned maintenance schedules). Routine maintenance activities include:

- Furniture oiling and painting
- Playground mulch rake and refill
- Irrigation system servicing
- Sportsground topdressing and fertilising
- Sports field floodlighting globe replacements

1.9.2 Reactive Maintenance

Reactive maintenance is unplanned work carried out in response to a failure or issue with the asset. Customers are able to submit service requests through our Customer Request Management (CRM) system, via our website or through our Customer Service Centres. Staff are also able to report issues through CRMs.

Reactive maintenance activities include:

- Fixing vandalised infrastructure
- Repairing water leaks
- Filling in seawall toe washouts
- Filling in sportsground divots
- Fixing lighting outages

Reactive maintenance priorities are assessed on a risk basis, with the higher the risk of an issues receiving a shorter timeframe to address. Table 2 below illustrates the current response times used.

Table 2 - Priority vs Response Time for Reactive Maintenance

Priority	Description
1	Critical - Work Required Immediately
2	High Priority - Attention Required ASAP
3	Medium - Attention at next reasonable opportunity
4	Low - Work can be done at any stage
5	Extremely Low - non-urgent; low importance

1.9.3 Maintenance Budget

Maintenance budget levels are inadequate to meet projected service levels, for example maintenance budgets have been exceeded in the past two financial years and have been offset by savings in other areas. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AMP and service risks considered in the Infrastructure Risk Management Plan.

Parks has developed a maintenance expenditure model based on long term average expenditure as a percentage of each asset class's gross replacement cost. This model allows for additional maintenance requirements from new/acquired infrastructure to be reliably calculated from the increase in asset stock value. Table 3 shows the current maintenance expenditure percentages as of June 30, 2023.

Table 3 - Required Maintenance Benchmarks for Open Space and Recreational Assets

Asset Class	Benchmark 30/6/2023
General Infrastructure	2.02%
Sportsgrounds	2.56%
Rock pools	0.80%
Pathways	0.76%
Retaining Walls	0.08%
Playgrounds	1.67%
Softfall	0.80%
Stairs	0.27%
Floodlighting Systems	1.33%
Paved Areas	0.10%
Bridges	0.18%
Boardwalks	0.20%
Irrigation Systems	3.33%
Hardcourt	0.32%
Shade Structures	0.77%
Synthetic Sportsfield (engineered layer)	0.04%
Synthetic Sportsfield (wearing layer)	2.79%
Boat ramps	0.43%
Skate parks	0.77%

BBQs	2.30%
Viewing Platforms	1.61%
Ticket Meters	0.27%
Cricket Wickets	22.27%
Water Tanks	0.19%
Pumps	15.81%
Wharves	0.36%
Exercise Equipment	0.22%
Shelters	0.62%
Tennis Court	0.65%
Water Feature	39.12%
Tidal Pools	1.21%
Watercraft Storage	0.26%
Sports Nets	1.43%
Scoreboard	5.67%

1.10 Asset Renewal

Renewal work is major work which restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to its original service potential is considered an acquisition and will require additional future operational and maintenance costs. Assets requiring renewal are identified by and based on a number of factors:

- Condition
- Remaining Useful Life
- Function
- Capacity
- Risk

Each of these factors is taken into consideration when determining whether a renewal of an asset is required. They help to evaluate whether the asset is fit for purpose in both a physical capacity as well as in its service provision.

Our 10-year funded LTFP Capital Renewal works program is shown in Table 4 below. Details of this program can be found in Section 6.4 Capital Renewal - Long Term Financial Plan

Table 4 – Funded LTFP Capital Renewal Program - Open Space and Recreational Assets (\$000)

	Delivery Program					LTFP				
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
TOTAL	12,460	13,464	15,758	15,581	15,892	16,210	16,535	16,896	16,726	17,097

The funded budget renewal forecast identifies a gap between asset consumption and renewal expense. This is due to the current long term funding benchmarks being insufficient to cover the necessary asset renewals. Reasons for this include:

- marked increase in construction pricing over the last 4-year period of inflation
- a concentration in assets reaching end of life and requiring renewal over the next 10 year period

The specific funding gaps are identified in Section 5.1.

1.10.1 Renewal Criteria and Prioritisation

Assets that have been identified as eligible for renewal are assessed via a set of criteria developed by Parks and Recreation, that aim to provide a [ranking score](#) which quantifies the urgency of the renewal. This assessment analyses the following criteria:

- Condition
- Risk
- Functionality
- Capacity
- Accessibility and Inclusiveness
- Public Image

These criteria are weighted differently across asset types, reflecting the wide range of assets in the Parks and Recreation portfolio. The final number or score indicates the priority for proposed renewals to be budgeted and allocated into the delivery program.

Further work is required and identified as an improvement to prioritise asset renewal across asset classes.

1.10.2 Renewal Practices

Parks and Recreation staff use renewals as an opportunity to assess whether an asset can be made more efficient and sustainable. An example of this is replacing a lighting system with LED lights, which lower electricity and maintenance costs.

Renewal work is carried out in accordance with the following Standards and Specifications.

- Kidsafe Playground Standard
- Sporting body recommended conditions for play (Rugby League, Rugby Union, Netball, Football, Cricket, Softball, Baseball etc.)
- Australian Standard for Sports lighting
- Australian Standards for pathways and bridges
- Austroads Standards for pathways and bridges
- Synthetic sportsgrounds Fifa certification

1.11 Infrastructure Backlog

The infrastructure backlog as at 30 June 2023 for our Open Space and Recreational Infrastructure Assets is shown in Table 5 below as reported in the Annual Financial Statements, and shows an increasing level of backlog over the last four (4) financial years.

Table 5 - Infrastructure Backlog for Open Space and Recreational Infrastructure Assets (\$000)

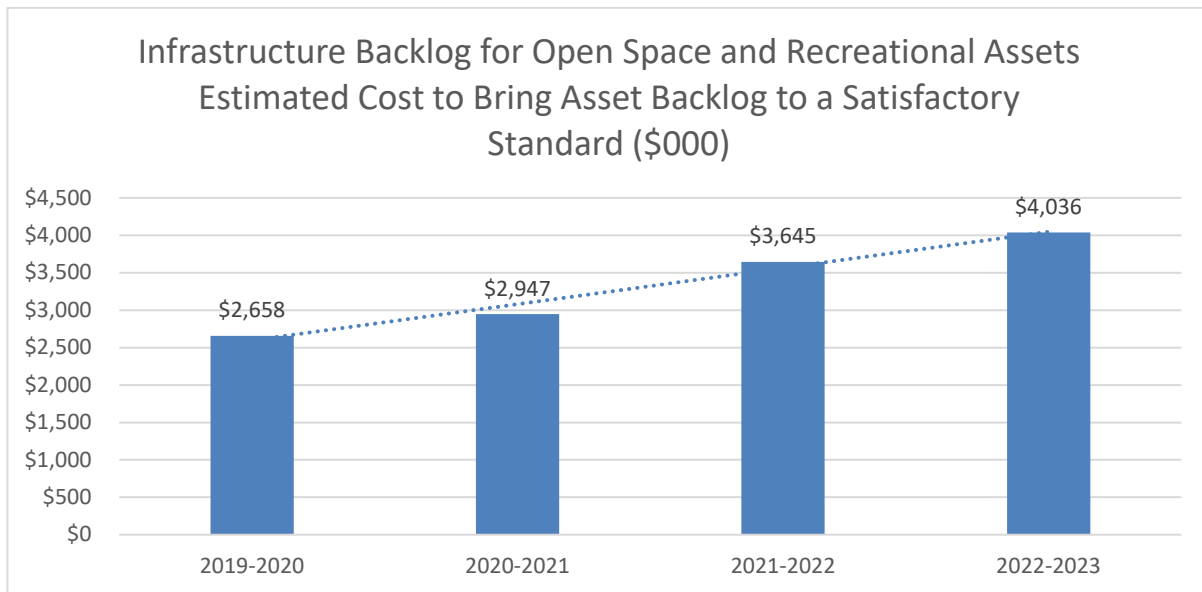
Asset Class	Backlog 2022/23
Swimming Pools (Including rock pools, tidal pools and swimming pools)	\$341
Open Space / Recreational assets	\$1,478
Other Infrastructure	\$2,217
TOTAL	\$4,036

This backlog is being addressed through the assessment and inclusion of all condition 4 and 5 assets from these categories in our renewal programs. The development of renewal programs aims to target assets in poor and very poor condition whilst balancing risk to determine the priority of undertaking renewal works. The level of funding may influence renewal priorities and strategies for assets in poor condition.

Table 6 - 4 year Infrastructure Backlog

Financial Year	Infrastructure Backlog (\$000)
2022-2023	\$4,036
2021-2022	\$3,645
2020-2021	\$2,947
2019-2020	\$2,658

Figure 4 - 4 year Infrastructure Backlog



11.12 Asset Disposal

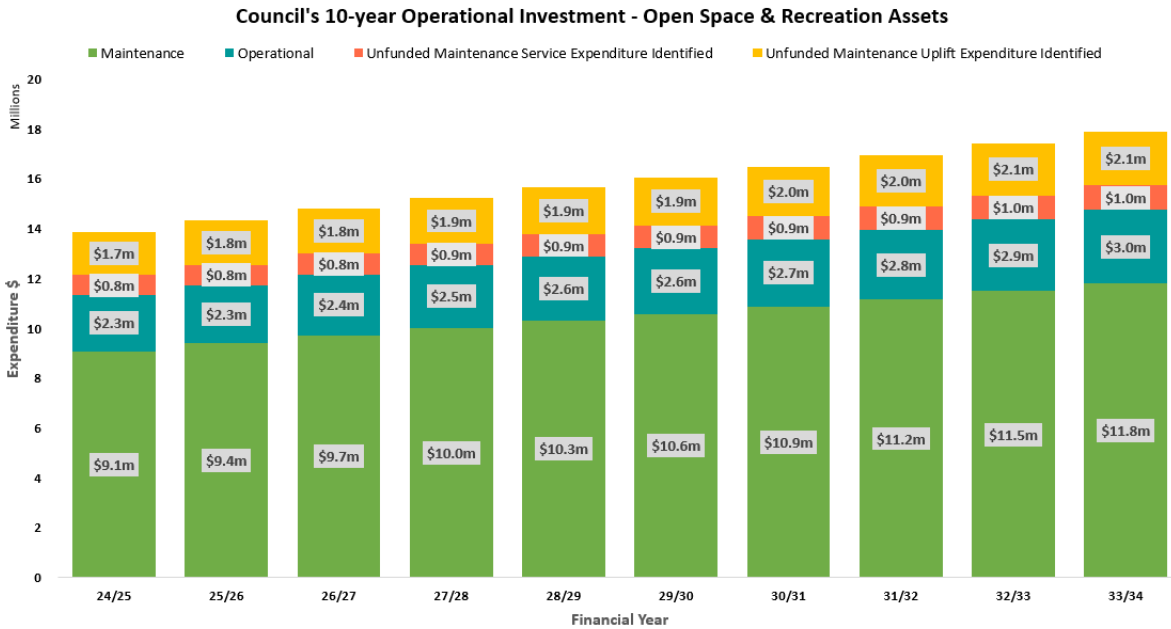
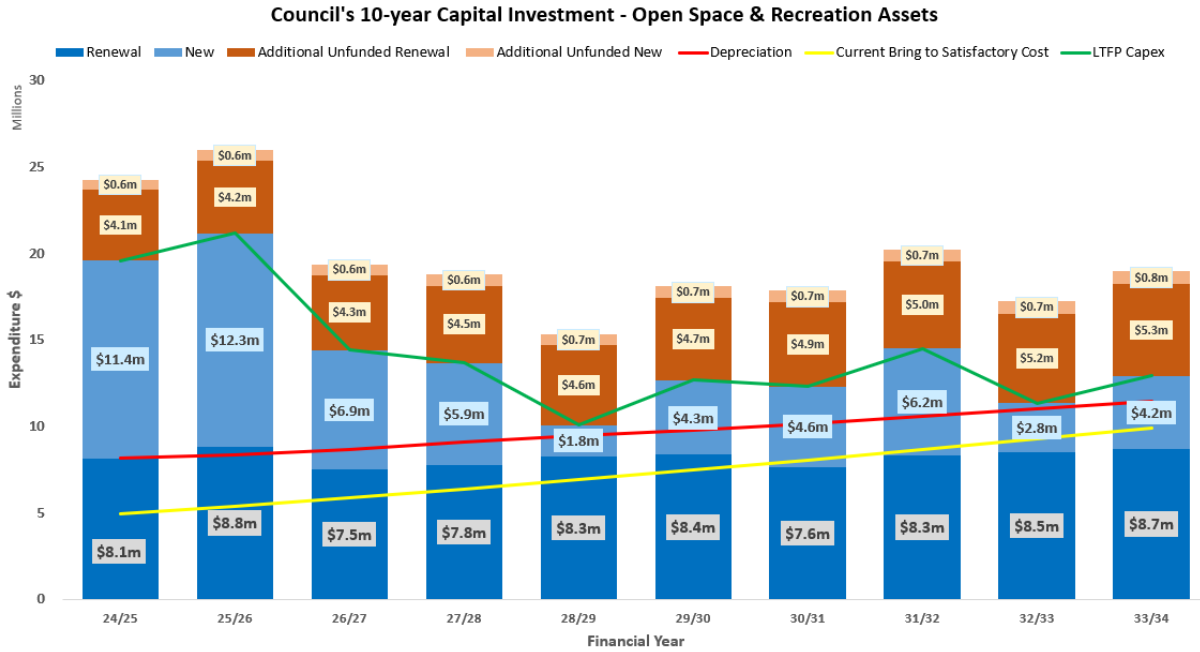
Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. In the event of an asset being disposed, an investigation into the current service provision of the asset and the merit of retaining that service will be conducted, to ensure that the asset disposal is in the community interest. When an asset has been identified for disposal, review of its current depreciation and rate is conducted to determine the financial impact of disposal to the organisation.

Currently, there are no Open Space and Recreational infrastructure assets planned to be disposed.

11.13 Forecasted Lifecycle Costs

The various capital and operational programs presented above have been forecasted in Figure 5 Open Space and Recreational Asset to present the forecasted lifecycle costs over the next 10 years.

Figure 5 - Open Space and Recreational Asset Expenditure



2. ASSET MANAGEMENT IMPROVEMENTS

Improvements to our current lifecycle management practices have been identified by analysing gaps in our existing practices, through recommendations in recent asset management reviews and through identifying best practice from other asset management practitioners. These include:

- Collate condition and function data on our assets, and incorporate this information into our forward planning of our infrastructure.

- Review and update asset component codes and valuation methodology
- Investigate, develop and implement demand forecasting, predictive modelling, deterioration modelling and failure mode analysis for structural assets.
- Identify an agreed level of service for assets with a high community profile with the community
- Improve asset allocation to operational and maintenance tasks
- Improve and streamline project development to better inform long term financial plans.

These improvements are also included in our Asset Management Improvement Plan in Section 11.2 of [2024/002578 - 2023 Northern Beaches Council Infrastructure Asset Management Plan](#)

3. OPEN SPACE & RECREATION RISK REGISTER

Risk management is an important part of asset management planning. The purpose of infrastructure risk management is to document the findings and recommendations resulting from identifying, assessing and treating risks across our infrastructure portfolio. The risk will change over time, and our assessments are completed periodically to ensure the management of our risks are valid and appropriate for the time. Our infrastructure risk management assessments and plans have identified high, medium and low risks across our asset portfolio.

The NBC Enterprise Risk and Opportunity Management Policy¹ and Enterprise Risk and Opportunity Management Framework² have been utilised in the risk assessment of infrastructure assets. These documents provide a consistent, systematic and considered approach to the identification, management and reporting of risk across the organisation. Council's approach to Enterprise Risk and Opportunity Management (EROM) is consistent with the Australian/New Zealand Risk Management Standard: AS/NZS ISO 31000:2018.

Table 7 below identifies the infrastructure risk profile for Open Space and Recreational assets and describes the controls measures identified address these risks.

¹ <https://files.northernbeaches.nsw.gov.au/sites/default/files/documents/policies-register/enterprise-risk-policy/enterprise-risk-management-policy/enterprise-risk-management-policy-nov2020.pdf>

²Enterprise Risk and Opportunity Management Framework. Internal document. TRIM ref: 2021/321150

Table 7 - Open Space & Recreation Risk Register

Risk Reference Number	Risk or Opportunity Description	Root Causes / Situations where the risk or opportunity may arise	Consequences	Inherent Risk (with NO controls)			Residual Risk (with controls in place)			
				Likelihood	Consequence	Inherent Risk Score	Current Controls	Likelihood	Consequence	Residual Risk Score
OPEN&REC - 01	Playground - potential for public safety incidents from playground equipment failure	Equipment failure Weathering, in use stresses, incorrect use, vandalism	Risk of injury and public safety to users	3. Possible	4. Major	High	Inspections	4. Unlikely	4. Major	Medium
OPEN&REC - 02	Playground - Fall injuries	Fall injuries Under surfacing not compliant	Risk of increasing the incidence of falls and injury	3. Possible	4. Major	High	Certification of new under surfacing	4. Unlikely	4. Major	Medium
OPEN&REC - 03	Playground - Entrapment	Entrapment Poor Design	Increase risk of users becoming trapped and injured while playing on equipment	4. Unlikely	4. Major	Medium	Certified equipment providers	5. Rare	4. Major	Medium
OPEN&REC - 04	Boardwalks - Structural failure	Structural failure Material degradation	Increase risk to public safety and injury as a result of structural failure	3. Possible	2. Moderate	Medium	Visual inspections	5. Rare	2. Moderate	Low
OPEN&REC - 05	Boardwalks - Uneven surface	Uneven surface Loose nails & material degradation	Risk of injury due to trips and falls	1. Almost Certain	2. Moderate	High	Visual inspections and reactive maintenance	3. Possible	2. Moderate	Medium
OPEN&REC - 06	Boardwalks - Encroaching veg	Encroaching vegetation Natural growth	Risk of injury due to trips and falls and lack of visibility in line of sight	1. Almost Certain	2. Moderate	High	Tri-annual pruning + reactive pruning	3. Possible	2. Moderate	Medium
OPEN&REC - 07	Viewing Platforms - Structural failure	Structural failure Material degradation & vandalism	Increase risk to public safety and injury as a result of structural failure	3. Possible	2. Moderate	Medium	Visual Inspections	5. Rare	2. Moderate	Low
OPEN&REC - 08	Viewing Platforms - Uneven surface & decking damage	Uneven surface & decking damage Loose nails & material degradation, vandalism (skateboards)	Risk of injury due to trips and falls	2. Likely	2. Moderate	Medium	Visual Inspections	3. Possible	2. Moderate	Medium
OPEN&REC - 09	Rockpools - Structural failure	Structural failure Concrete degradation, environmental conditions	Structural failure to the rockpool and potential injury and death	5. Rare	4. Major	Medium	Weekly Visual inspections	5. Rare	4. Major	Medium
OPEN&REC - 10	Rockpools - slippery surfaces	Slippery surfaces due to algae, surface wear and tear	Risk of injury due to trips, slips and falls	2. Likely	2. Moderate	Medium	Cleaning	5. Rare	2. Moderate	Low

Risk Reference Number	Risk or Opportunity Description	Root Causes / Situations where the risk or opportunity may arise	Consequences	Inherent Risk (with NO controls)			Residual Risk (with controls in place)			
				Likelihood	Consequence	Inherent Risk Score	Current Controls	Likelihood	Consequence	Residual Risk Score
OPEN&REC - 11	Pumps - failure	Failure Electrical fault, environmental damage?	Poor water quality as a result to pool pump failing	3. Possible	1. Minor	Low	Triannual maintenance	3. Possible	1. Minor	Low
OPEN&REC - 12	Pumps - Pump well access	Pump well access Water flow entrance	Risk of not being accessible to rockpool pump which can result in pump failure and decrease in water quality	3. Possible	4. Major	High	Grates at some pools	5. Rare	4. Major	Medium
OPEN&REC - 13	Lighting Systems - Light Failure/electrical faults	Light Failure/electrical faults Weather conditions, vandalism, technical faults (estate)	Reputational risk as due to lighting not being operational and meeting service requirements	1. Almost Certain	1. Minor	Medium	Annual light inspections, reactive replacements, triennial lens cleaning	3. Possible	1. Minor	Low
OPEN&REC - 14	Lighting Systems - Pole failure	Pole failure due to material degradation (rotting/rusting/termites)	Potential risk of injury and service due to pole failing and taken out of operation	3. Possible	4. Major	High	Pole audit triennial	5. Rare	4. Major	Medium
OPEN&REC - 15	Steps - Slippery surfaces	Slippery surfaces due to organic matter, weather conditions, structural degradation	Risk of injury due to trips, slips and falls	3. Possible	4. Major	High	Reactive maintenance	4. Unlikely	4. Major	Medium
OPEN&REC - 16	Steps - Structural failure	Structural failure due to termites, weathering, material degradation	Risk of injury and death as a result of asset failure	3. Possible	4. Major	High	Reactive maintenance	5. Rare	4. Major	Medium
OPEN&REC - 17	Irrigation Systems - Failure, dying grass, sodden sections of turf, trip hazards, ground level issues	Failure, dying grass, sodden sections of turf, trip hazards, ground level issues Power failures, component failures, vandalism	Risk of playing surfaces decreasing in condition and becoming uneven due to drying out and increasing the risk of injury	2. Likely	1. Minor	Low	Scheduled audits 3 times/year, visual inspections	3. Possible	1. Minor	Low
OPEN&REC - 18	Sportsfields - Micro Level inconsistencies, trip hazards, joint injuries	Micro Level inconsistencies, trip hazards, joint injuries Intense use, animals, vandalism	Increasing the risk of injury to users	2. Likely	2. Moderate	Medium	Weekly Visual inspections, filling in of divots etc.	3. Possible	2. Moderate	Medium
OPEN&REC - 19	Sportsfields - Poor grass coverage, impact injuries, adds to micro level issues	Poor grass coverage, impact injuries, adds to micro level issues Insect attack, disease, environmental conditions	Risk of playing surfaces decreasing in condition and becoming uneven due to drying out and increasing the risk of injury	2. Likely	2. Moderate	Medium	Preventative spraying, irrigation, mowing heights, fertilising, topsoil replenishment	3. Possible	2. Moderate	Medium
OPEN&REC - 20	Synthetic Sportsfields - Damage to surface, leading to risk of trips and falls	Damage to surface from vandalism or users	Risk of trips and falls	3. Possible	2. Moderate	Medium	Inspections & security fencing	4. Unlikely	2. Moderate	Low

Risk Reference Number	Risk or Opportunity Description	Root Causes / Situations where the risk or opportunity may arise	Consequences	Inherent Risk (with NO controls)			Residual Risk (with controls in place)			
				Likelihood	Consequence	Inherent Risk Score	Current Controls	Likelihood	Consequence	Residual Risk Score
OPEN&REC - 21	Goal Posts - Structural failure	Structural failure from vandalism or users	Reputational risk due to sports grounds not being operational and not meeting service requirements	3. Possible	2. Moderate	Medium	Inspections (weekly)	4. Unlikely	2. Moderate	Low
OPEN&REC - 22	Pathways - Trips	Trips from structural failure, tree roots	Risk of trips and falls	3. Possible	2. Moderate	Medium	Visual inspections	4. Unlikely	2. Moderate	Low
OPEN&REC - 23	Pathways - Collisions on multi-use paths	Collisions on multi-use paths due to lack of appropriate line marking	Increased risk to public injury and safety due to falls and bicycle accidents	4. Unlikely	2. Moderate	Low	Some delineation	5. Rare	2. Moderate	Low
OPEN&REC - 24	Paved Areas - Trips	Trips from trees, sand jacking	Risk of trips and falls	3. Possible	2. Moderate	Medium	Reactive maintenance, visual inspection as part of reserve walkthroughs	3. Possible	2. Moderate	Medium
OPEN&REC - 25	Jetty - Structural failure	Structural failure Marine environment, vessel impact	Risk of structural failure resulting in personal injury and death and destruction to marine life and habitats	4. Unlikely	4. Major	Medium	Triennial structural inspection (above and below water), annual visual inspections (above water)	5. Rare	4. Major	Medium
OPEN&REC - 26	Retaining walls and Seawalls - Structural Failure	Structural Failure Hydrostatic pressure, poor construction, material degradation and changed ground conditions	Increased coastal erosion, flooding and damage to nearby infrastructure and properties	3. Possible	4. Major	High	Visual inspections	5. Rare	4. Major	Medium
OPEN&REC - 27	Hard courts - Trips and falls, Cracking, uneven surfaces	Trips and falls, Cracking, uneven surfaces Ground settlement, tree roots, poor construction techniques, slippery surfaces	Risk of trips, slips and falls	2. Likely	2. Moderate	Medium	Ad-hoc visual inspections + reactive maintenance, annual cleaning	5. Rare	2. Moderate	Low
OPEN&REC - 28	BBQS - Electrical/gas failure	Electrical/gas failure Vandalism, weather exposure	Potential risk of gas leaks or fire hazards leading to explosions and risk of injury or burns to users	2. Likely	1. Minor	Low	Annual BBQ audit	4. Unlikely	1. Minor	Low
OPEN&REC - 29	BBQS - Dirty, unhygienic	Dirty, unhygienic High Use	Potential risk of bacteria being transferred to food resulting in poisoning which can lead to serious illness to the user.	2. Likely	2. Moderate	Medium	Bi-weekly cleaning	4. Unlikely	2. Moderate	Low
OPEN&REC - 30	Bridges - Structural Failure	Structural Failure Degradation of structural members, vandalism	Risk of injury or death, and severe damage to surrounding infrastructure and loss of serviceability	4. Unlikely	4. Major	Medium	Annual bridge audit	5. Rare	4. Major	Medium

Risk Reference Number	Risk or Opportunity Description	Root Causes / Situations where the risk or opportunity may arise	Consequences	Inherent Risk (with NO controls)			Residual Risk (with controls in place)			
				Likelihood	Consequence	Inherent Risk Score	Current Controls	Likelihood	Consequence	Residual Risk Score
OPEN&RE C-31	Bridges - Trips and slips	Trips and slips from uneven decking or organic material on deck	Risk of trips, slips and falls	3. Possible	1. Minor	Low	Reactive inspections and maintenance	4. Unlikely	1. Minor	Low
OPEN&RE C-32	Boat ramps - Slips and Trips	Slips and Trips from algae growth, surface wear and tear	Risk of trips, slips and falls	1. Almost Certain	2. Moderate	High	Fortnightly High Pressure Cleaning in Summer, monthly in winter and reactive as required.	3. Possible	2. Moderate	Medium
OPEN&RE C-33	Boat ramps - Structural failure	Structural failure Erosion, poorly constructed Lack of sufficient maintenance	Risk of injury to the public or damage to water craft. Potential for increased coastal erosion	5. Rare	1. Minor	Low	Visual inspections	5. Rare	1. Minor	Low
OPEN&RE C-34	Skate Facilities - Structural damage, risk to users	Structural damage, vandalism, high use	Increased risk of serious injury, falls and head injuries to the user	3. Possible	2. Moderate	Medium	Visual inspections	4. Unlikely	2. Moderate	Low
OPEN&RE C-35	Skate Facilities - Trips and falls	Trips and falls from uneven surface, dirt & grit	Risk of trips, slips and falls	3. Possible	2. Moderate	Medium	Fortnightly blowing	4. Unlikely	2. Moderate	Low
OPEN&RE C-36	Beach Showers - Malfunction	Mal-function due to sand build up, high use	Risk of water ponding due to the lack of drainage which can increase the risk of trips and falls and an increase in bacteria resulting in infections and illness	2. Likely	1. Minor	Low	Annual Shower audit. Maintenance, weekly cleaning	4. Unlikely	1. Minor	Low
OPEN&RE C-37	Shade structures - Structural failure	Structural failure due to degradation or vandalism	Potential risk of injury and loss of life, serviceability issues and expensive to replace	3. Possible	1. Minor	Low	Monthly visual inspections	3. Possible	1. Minor	Low
OPEN&RE C-38	Shelters & furniture (timber) - Material Degradation	Material Degradation due to weather exposure	Potential risk of injury or death due to collapse of structure	5. Rare	1. Minor	Low	Biannual oiling & ad-hoc painting as required	5. Rare	1. Minor	Low

4. SUMMARY OF EMERGING ISSUES

A number of emerging issues need to be considered and resolved over the next ten years, to be able to provide certainty for our infrastructure planning. These issues can be summarised as follows:

4.1 Cost Considerations

Additional costs have been identified for a range of renewal, maintenance, uplift and new assets. These are described in Section 5 - Unfunded Programs.

4.2 Climate Change Adaptation

- Adaptation to climate change will require open space assets to be more resilient to increased frequency of heat waves, storm surges, high tide levels and bushfires. Implementing climate change adaptation measures and solutions across our open space and recreational assets portfolio will require increased funding.
- Council is also having to adjust the materials its uses and invest in new technology and systems to reduce our carbon footprint and water use to be more sustainable. Examples of improving sustainability include implementing water recycling systems to replace potable irrigation systems on sportsfields, LED lighting, variable speed pumps and using concrete with cement substitutes to lower carbon dioxide emissions.

Asset Portfolio	Action	Cost	Implementation Strategy	Assumptions
Sportsfields	Replace metal halide sportsfield lights with LED	\$5.8m	Install lighting over 10-year timeframe	Replace 780 bulbs metal halides with LED.
	Stormwater/blackwater harvesting systems with sites of three or more fields which have irrigation	\$18.7m	Install stormwater harvesting over 25-year timeframe	Assume cost of Cromer harvesting system total 1.2million set up of 10 % = 120,000 per installation per field cost is 1080000/4= 270,000. 11 sites 48 fields
Playgrounds	Maintain rubber softfall only at high-risk anti-social sites, replace with bark	\$0.6m	10 years	Replace rubber at 54 sites with bark. Includes disposal of rubber and installation of bark
Foreshore Assets	Increase height of seawalls	\$2.3m	As assets are renewed	Assume 20% increase in GRC
	Review vulnerability of foundations to increased wave action and current strength for critical assets	\$0.7m	Short term action 1-5 years	Assume full structural assessment, options report and costs

4.3 Levels of Service

- Increasing community expected level of service, including more diverse facility requirements and greater inclusivity of assets.
- Technological improvements continue to provide new opportunities for us to better tailor the service we provide and manage our risk including artificial intelligence, better telemetry, and new renewal techniques.
- Concerns about the capacity and accessibility of some wharves which may impact on the agreed service we deliver to the community.

4.4 Inspections Not Fully Funded

- Not all asset inspections are fully funded or resourced. Council has identified an uplift for auditing, these proposed inspections programs are not currently funded. This is a false economy as for example, identifying that a light pole has some rust at the base early is relatively inexpensive to treat however not picking it up could result in a potentially fatal failure and a shortened useful life which is far more costly to the organisation.

5. UNFUNDED OPEN SPACE & RECREATION PROGRAMS

A review of the current asset renewal and maintenance programs and the associated levels of Unfunded Programs has been undertaken as part of this AMP refresh. Infrastructure funding gaps have been identified within this Asset Management Plan, with the table below showing a summary of funding shortfalls in the following categories:

- Asset Renewal Gap
- Asset Maintenance Gap
- Uplift in Service Gap
- New Assets Gap

Table 8 - Open Space & Recreation funding gaps

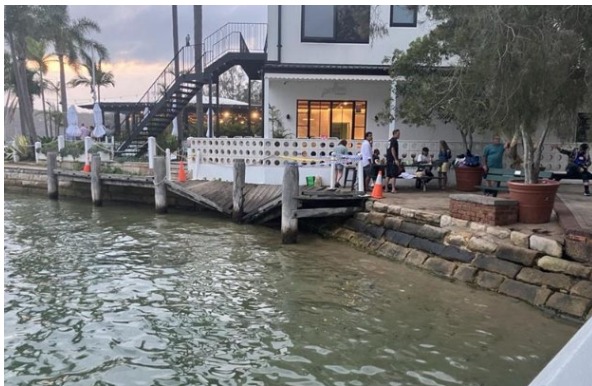
Category	Gap (\$m)
Renewal Gap	\$37.9
Maintenance Gap	\$7.7
Uplift in Service Gap	\$17.1
New Asset Gap	\$6.8
Total Unfunded Asset Management Plan	\$69.5m

Below is a snapshot of some of the current issues impacting the size and growing nature of the Unfunded Programs.

Description of Unfunded Programs issues

Wharves and Jetties

- 38 wharves and jetties
- Complex marine assets with specialist renewal requirements
- Asset life can be impacted by storm events
- State Government grant funding programs under review
- Accessibility improvements are required at the point of renewal, adding to the capital cost
- A recent comprehensive condition assessment of all wharves has been undertaken. Many components of the structures are in poor condition and require renewal to operate those structures in a safe manner. Additional funds are required to remedy the identified defects.

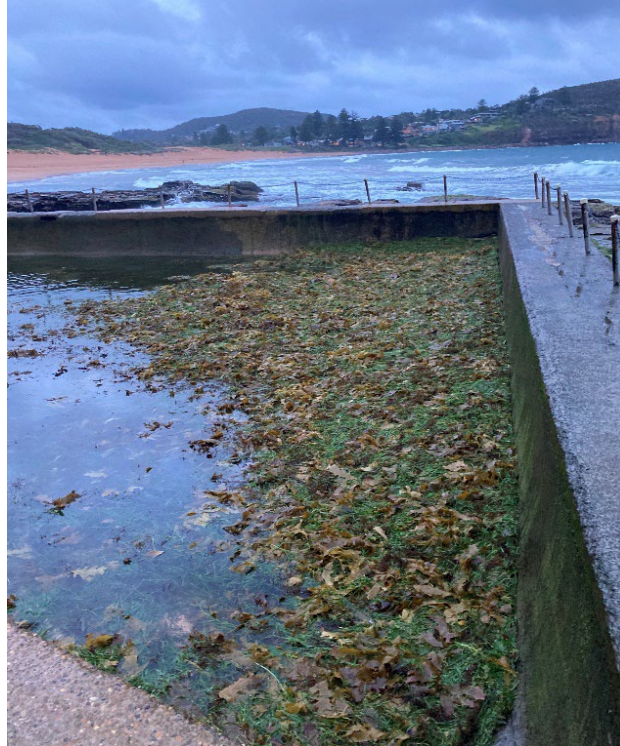


Description of Unfunded Programs issues

Rockpool Renewal, Upgrades and Maintenance

Eg Avalon rockpool

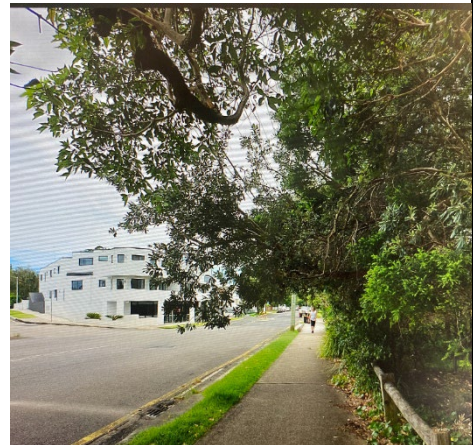
- No pump - most pools have pumps to refill and replenish sea water
- Valve located in poor position, impacts ability to empty/refill pool
- Deteriorating concrete in pool and on pool deck surface
- Night cleaning during low tides, challenging weather impacts
- Pool crews staff retention - difficult hours and tasks
- Current funding envelopes allow for major repairs only in winter 2028



Description of Unfunded Programs issues

Tree planting, maintenance and proactive works

- 5,000 trees per year target (3,000 in bushland areas as succession planting, 2,000 in urban areas)
- Grant funding supports delivery of 2,000 trees in urban areas
- Current budget \$320,000 for tree supply, planting and maintenance. Tree average cost is \$500 (includes maintenance), shortfall of \$680,000 p.a. to guarantee target is met
- Proactive tree maintenance would reduce reactive costs over time but cannot be carried out as needed as funding is primarily allocated to reactive works



Description of Unfunded Programs issues

Grass Cutting increase service

- High growth experienced December to April in a typical year - High volume of community complaints
- Varying weather patterns effect growth and workload progress
- Increase level of service desire to include two cuts per month on reserves and sportsfield surrounds from December to April



Council has adopted many Masterplans, Place Plans and strategies since amalgamation with many of the actions contained in them yet to be funded in the LTFFP. These projects will be undertaken as funding becomes available. Care does need to be taken around the continued adoption of new plans and actions, as this will inevitably lead to an increasing backlog of unfunded projects.

The following sections show the Unfunded Programs for Open Space and Recreational assets.

5.1 Asset Renewal Gap

Table 9 - Asset Renewal Gap

No	Renewal Gap Program	Renewal Gap Description	Gap (\$m)
			\$37.9m
R1	Trail Renewal Program	Recreational Trails funding gap	\$3.2
R2	Playground Renewal Program	Playground Renewal gap	\$3.7
R3	Rockpool Renewal Program	<ul style="list-style-type: none"> Funding gap between rockpool major repair and full renewal New floor for Palm Beach Rockpool Relocation of valve at Bilgola and Avalon Rockpools Whale Beach Rockpool Pump Well Relocation 	\$8.9
R4	Wharves Renewal Program	<ul style="list-style-type: none"> Renewal backlog based on condition audit & priority works Ferry wharf accessibility improvements 	\$14.6
R5	Sportsfield Lighting Program	Upgrade Nolans Reserve Lighting to compliance	\$1.3
R6	Seawall Program	Queencliff Beach Seawall Toe Protection	\$6.0

- Asset renewal funding gaps have been identified across a range of asset categories to deliver our renewal programs at the optimum intervention level. In these programs, the current levels of renewal funding are insufficient to renew assets to the modern standard expected by the community. This additional funding will address the shortfall for these asset categories.
- Forecast renewals have a renewal ratio <100% in the long-term, which is one of the Infrastructure performance metrics in the Annual Financial Statements Special Schedules reporting

5.2 Asset Maintenance Gap

Table 10 - Asset Maintenance Gap

No	Maintenance Gap Program	Maintenance Gap Description	Gap (\$m)
			\$7.7m
M1	Optimised Maintenance Program	Required Maintenance & Operations budget uplift to deliver current LOS	\$4.4
M2	Wharves Program	Wharves Preventative Maintenance Program	\$2.0
M3	Maintenance Planning Program	Proactive Maintenance Planning Program	\$0.3
M4	Tidal Pool Program	Tidal Pool Maintenance - higher frequency	\$1.0

- Maintenance and operational budgets are based on CPI increase and a blanket 1% of the gross replacement cost of new asset stock, not on what is required to service new/upgraded assets.
- A shortfall of \$4.4m of additional funding is required for maintenance to fulfill current required levels of service over the next ten years.
- Some wharf components are in poor condition and better information on their condition is required in order to plan for their future renewal needs. Additional maintenance is required to

address issues from additional deterioration in the short term.

- Asset inspections for maintenance planning have been delayed due to limited operational budget, which may lead to an increase in Council's risk exposure.

5.3 Uplift in Service Gap

Table 11 - Uplift in Service Gap

No	Uplift in Service Gap Program	Uplift in Service Gap Description	Gap (\$m)
			\$17.1 m
U1	Playground Program	Lagoon Park Playground Upgrade	\$1.5
U2	Reserve Mowing Program	Reserve Mowing	\$3.8
U3	Tree Maintenance Program	Tree Maintenance	\$5.0
U4	Tree Planting Program	Tree Planting	\$6.8

- An uplift is required and funding to become available to increase the frequency of Reserve mowing to meet the current expected levels of service.
- Tree health and maintenance is underfunded with a \$12m uplift required to better maintain and increase tree planting.

5.4 New Assets Gap

Table 12 - New Assets Gap

No	New Assets Gap Program	New Assets Gap Description	Gap (\$m)
			\$6.7
N1	Lighting Program	Aquatic Reserve Lighting System	\$1.2
N2	Playground Program	Playground Shade Provision	\$1.0
N3	Foreshores Program	Shore Brace foreshore trail	\$0.3
N4	Sportsfield Program	Synthetic Field Conversions	\$3.1
N5	Additional Depreciation and Maintenance for new assets		\$1.1

6. OPEN SPACE & RECREATION APPENDICES

6.1 Critical Assets - Open Space and Recreational Assets

Table 13 Critical Open Space and Recreational Assets

Asset Number	Description	Location
BBB00026	Bridge in Reserve	Reserve or Property\Dee Why Lagoon Wildlife Refuge No 373
BBB00032	John Fisher Park - Bridge - Old Reub Hud	Reserve or Property\Greendale Creek/Curl Curl Lagoon (John Fisher Park)
BBB00033	John Fisher Park Bridge - Park Street	Reserve or Property\Greendale Creek/Curl Curl Lagoon (John Fisher Park)
BBB00035	Nolan Park Reserve Bridge	Reserve or Property\Nolan Reserve (District Park)
BBB00043	Bridge - Deep Creek - NLMUT	Reserve or Property\Middle Creek Reserve (no 1)
BBB00049	NLMUT Middle Creek Bridge	Reserve or Property\Middle Creek Reserve (no 1)
BBB00050	NLMUT South Creek Bridge	Reserve or Property\South Creek Reserve
BBB06023	Bridge	Reserve or Property\Kooroowall Reserve
BBB06004	Bridge	Reserve or Property\Progress Park
RBS00027	Retaining Wall	Reserve or Property\Civic Centre
RBS00028	Retaining Wall	Reserve or Property\Civic Centre
RBS00029	Retaining Wall	Reserve or Property\Civic Centre
RBS00057	Retaining Wall	Reserve or Property\Cromer Works Depot
RBS00230	Retaining Wall	Reserve or Property\Dee Why Headland
RBS00231	Retaining Wall	Reserve or Property\Dee Why Headland
RBS00232	Retaining Wall	Reserve or Property\Dee Why Headland
RBS00233	Retaining Wall	Reserve or Property\Dee Why Headland
RBS00260	Retaining Wall	Reserve or Property\Fishermans Walk
RSW00022	Sea Wall	Reserve or Property\Dee Why Beach Reserve
RSW00023	Sea Wall	Reserve or Property\Dee Why Beach Reserve
RSW00027	Sea Wall	Reserve or Property\Dee Why Headland
RSW00029	Sea Wall	Reserve or Property\Fishermans Walk
RSW00030	Sea Wall	Reserve or Property\Fishermans Walk
RSW00032	Sea Wall	Reserve or Property\Fishermans Walk
RSW00034	Sea Wall - South Curl Curl Beach	Reserve or Property\Fishermans Walk
RSW00035	Seawall - Dee Why Beach	Reserve or Property\Dee Why Beach Reserve
RSW00038	Seawall	Reserve or Property\Fishermans Walk
RSW00044	Seawall - Church Point Boardwalk	Reserve or Property\Cargo Wharf
RSW05008	Seawall	Reserve or Property\North Steyne
RSW05013	Seawall	Reserve or Property\North Steyne
RSW05014	Seawall	Reserve or Property\South Steyne
RSW05015	Seawall	Reserve or Property\Queenscliff Beach
RSW05018	Seawall	Reserve or Property\Shelly Beach Reserve
RSW05021	Seawall	Reserve or Property\Sandy Bay
RSW06013	Seawall	Road Reserve\Mccarrs Creek Road, CHURCH POINT
RSW05020	Seawall	Reserve or Property\South Steyne
RSW05019	Seawall	Reserve or Property\South Steyne
RSW05009	Seawall	Reserve or Property\North Steyne
RSW05010	Seawall	Reserve or Property\North Steyne
RSW05012	Seawall	Reserve or Property\North Steyne
RSW00024	Seawall	Reserve or Property\Dee Why Beach Reserve

6.2 Critical Assets - Wharves

Table 14 Critical Wharves

LPW Number	Asset Search Description	Ferry Wharf
LPW06005	Church Point Cargo Wharf	No
LPW06006	Church Point Wharf (old)	Yes
LPW06009	Bennetts Wharf	Yes
LPW06011	South Elvina Wharf	Yes
LPW06012	Mackerel Beach	Yes
LPW06013	Lovett Bay Wharf	Yes
LPW06016	Halls Wharf	Yes
LPW06019	Newport Wharf	Yes
LPW06020	Palm Beach Wharf	Yes
LPW06021	Carols Wharf	Yes
LPW06022	Scotland Island Cargo Wharf	No
LPW06023	Eastern Wharf	Yes
LPW06024	Tennis Court Wharf	Yes
LPW06025	Bell Wharf	Yes
LPW06026	Bonnie Doon Wharf	Yes
LPW06027	Currawong Wharf	Yes

Griffith Park Playground Upgrade	-	-	-	-	-	-	-	-	-
Trafalgar Park, Newport Playground Upgrade	-	-	-	-	-	-	-	-	-
Dee Why Beach (Michaela Howie) Playground Upgrade	206	-	-	-	-	-	-	-	-
Little Manly Beach Masterplan Implementation	-	-	-	-	-	-	-	-	-
Ivanhoe Park Masterplan Implementation	-	-	500	-	-	-	-	-	-
Manly Dam Mountain Bike Trail Upgrade	-	-	-	-	-	-	-	-	-
Fern Creek Bridge and Shared Paths	-	-	-	-	-	-	-	-	-
Shared Path From B-Line Stop to Boondah Rd	164	-	-	-	-	-	-	-	-
Lynne Czinner Park, Warriewood New Park	-	-	-	-	-	-	-	-	-
Beverly Job Reserve, Narraweena Youth Space	-	-	-	-	-	-	-	-	-
Warriewood Beach Foreshore Upgrades	-	-	-	-	-	-	-	-	-
Warringah Recreation Centre, North Manly Upgrades	2,203	3,700	-	-	-	-	-	-	-
Aquatic Reserve, Frenchs Forest Sportsfield Lighting	-	-	-	-	-	-	-	-	-
Seaforth Bike Park	500	-	-	-	-	-	-	-	-
Parkes Reserve, Collaroy Plateau Playground	-	-	150	-	-	-	-	-	-
Governor Phillip Reserve Masterplan Implementation	-	100	750	1,250	-	-	-	-	-
North Narrabeen Reserve Masterplan Implementation	-	-	110	1,050	1,000	700	-	-	-
Catherine Park, Scotland Island	-	-	300	200	-	-	-	-	-
Fielding Reserve, Collaroy New Playground	-	-	-	-	-	-	-	-	-
Outdoor Gyms - Dee Why and Manly Beach	330	-	-	-	-	-	-	-	-
New Basketball Facilities	200	-	-	-	-	-	-	-	-
Accessible Parking Infrastructure	-	-	-	-	-	-	-	-	-
Manly Dam Memorial Shelter and Accessibility Works	-	-	-	-	-	-	-	-	-
TOTAL	12,326	13,810	6,906	5,900	1,800	4,328	4,636	6,190	2,848

6.4 Funded LTFP Capital Renewal Program - Long Term Financial Plan (\$000)

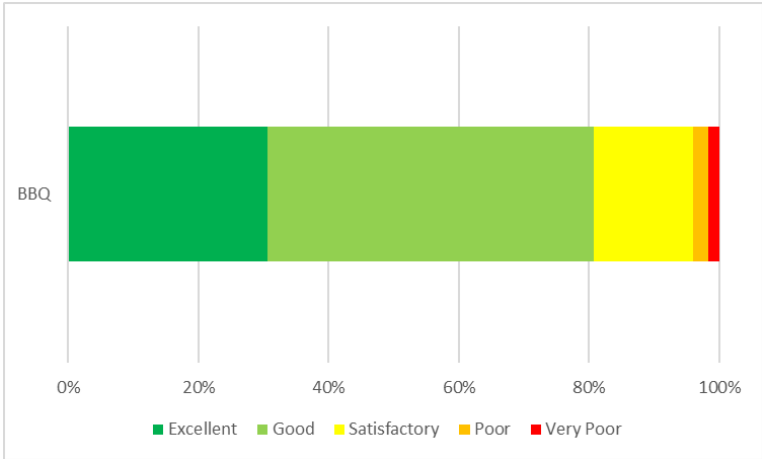
	Delivery Program				LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Sportsfield Renewal Program	1,325	1,630	1,445	1,789	1,818	1,827	1,833	1,596	1,634	1,675
Reserves Renewal Program	368	634	662	674	686	698	710	726	744	763
Foreshores Renewal Program	538	1,810	2,130	1,601	1,603	1,605	1,607	1,644	1,684	1,726
Recreational Trails Renewal Program	453	180	420	489	494	498	503	515	527	540
Playground Renewal Program	605	773	1,033	1,039	1,046	1,053	1,060	1,084	1,110	1,138
Rockpool Renewal Program	793	741	910	719	1,150	1,155	391	1,166	1,194	1,224
Dinghy storage	40	40	40	40	40	40	40	40	41	42
Tidal Pools Refurbishment	487	50	500	513	525	537	550	564	578	593
Wharves Works Program	2,207	1,290	162	700	717	733	750	768	786	806
Mona Vale Cemetery Works Program	350	150	150	150	150	150	150	150	150	150
Pittwater Golf Driving Range, Warriewood Renewal Works	100	50	50	51	53	54	55	57	58	59
Clontarf Reserve Tidal Pool	-	-	-	-	-	-	-	-	-	-
South Collaroy Foreshore Renewal	-	-	-	-	-	-	-	-	-	-
Bayview Seawall and Path	-	-	-	-	-	-	-	-	-	-
TOTAL	7,266	7,347	7,502	7,765	8,281	8,350	7,649	8,310	8,506	8,715

6.5 Maintenance and Renewal Criteria by Asset Category

6.5.1 BBQ

Barbeques are located in many parks and reserves, offering gas and electric services for community use.

Asset Category	Barbeque
Number of Barbeques	156
Maintenance Activities	<p>Daily – Test and Clean (South) Daily test and cleaning maintenance program to remove cooking waste build up is in place for barbeques in Manly.</p> <p>Bi-Weekly – Test and Clean (North and Central) A bi-weekly maintenance program to remove cooking waste build up is in place for barbeques in North. Same regime apply for Central BBQs from MAR to SEP every year</p> <p>Tri-Weekly – Test and Clean (Central) A tri-weekly maintenance program to remove cooking waste build up is in place for barbeques in Warringah from OCT to FEB every year At time of cleaning the barbeques are also tested to see if they are working correctly. This maintenance regime is managed by Council's Facilities team.</p> <p>Annually – Barbeque Inspection All barbeques that P&R is responsible for are tested each year for electrical faults. If faults are discovered, a contractor repairs the barbeque/s to working order.</p> <p>As required – Reactive Maintenance Community members often inform Council of barbeques that are not functioning correctly. These notifications are investigated promptly with maintenance works organised if required.</p>
Renewals	Barbeques are generally renewed as part of a larger project to renew an overall space. As such there is no specific barbeque renewal plan, if a barbeque has deteriorated to a poor condition and is not located in a reserve that is due for a larger renewal, it is listed in the forward P&R renewal program.

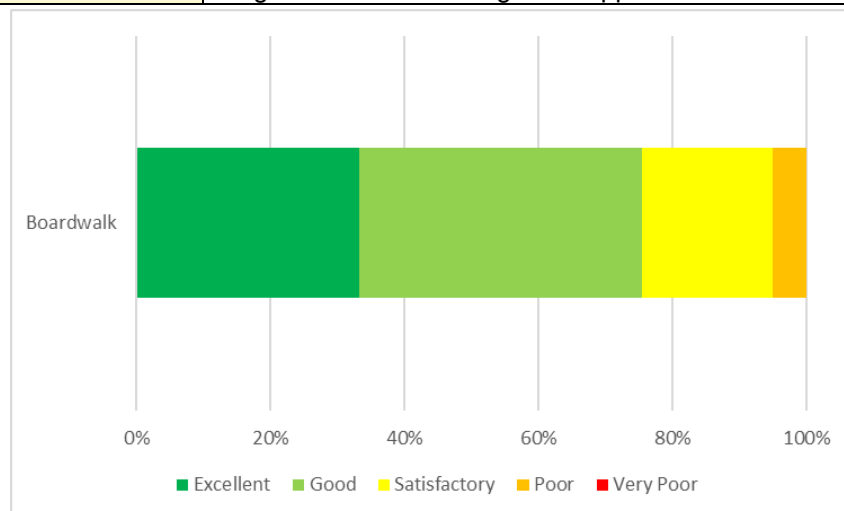


6.5.2 Boardwalk

Council's boardwalks are located in many of the foreshore areas, spanning riparian areas and areas of sensitive flora. Due to the boardwalks being in close proximity to marine environments they need to be able to endure natural and chemical forces such as wave impacts and saltwater corrosion.

The length of boardwalk that Council manages has increased over the last 5 years, with many new boardwalk sections forming parts of the Narrabeen Lagoon Multi-use trail. This project has enabled Council to use emerging synthetic materials for its boardwalks; these materials have a rough surface which provides great traction underfoot for users and also are resistant to corrosion.

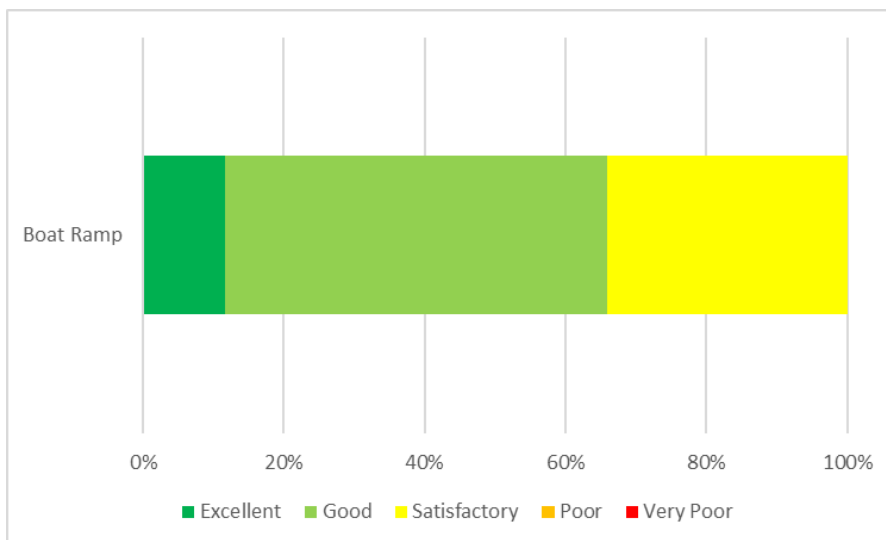
Asset Category	Boardwalk
Number of Boardwalks	88
Length (m)	4,272
Maintenance Activities	<p>Quarterly – High Profile boardwalks</p> <p>High Profile boardwalk walkthroughs are conducted quarterly to identify defects. Maintenance activities that result from these inspections include replacement of weakened decking and loose fixings.</p> <p>Annually – Coastal boardwalk</p> <p>Coastal Boardwalk walkthroughs to be conducted each year.</p> <p>Risk Dependant Frequency</p> <p>Timber structures Inspections will be conducted according to risk.</p> <p>As required – Reactive Maintenance</p> <p>Reactive maintenance is conducted as required as well as when community member's inputs, after inspection, are deemed as relevant and request repairs to be done.</p>
Renewals	<p>Renewals occur when works that are beyond the scope of maintenance are required to ensure the continued service of the boardwalk asset. These include actions such as replacement of boardwalk substructure and large sections of decking replacement. Council will renew wooden decking with fibreglass reinforced decking as in the future to ensure a longer life and better migration opportunities for flora and fauna.</p>



6.5.3 Boat Ramp

Council provides a number of boat ramps to the community for private watercraft to enter the sea and lagoons. The majority of these assets are constructed from reinforced concrete due to its ability to cope with vehicle loads and its resistance to weathering effects.

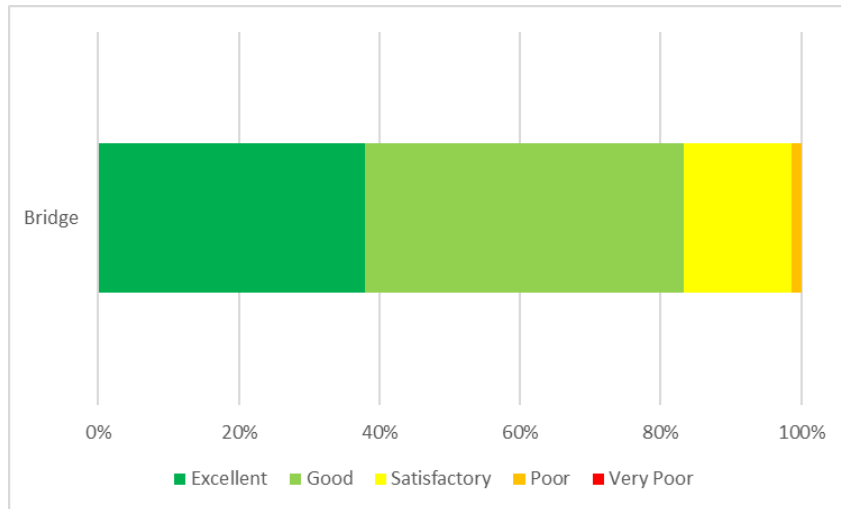
Asset Category	Boat Ramp
Number of Boat Ramps	31
Maintenance Activities	<p>Fortnightly (Oct to May) – Little Manly and Shelly Beach. Monthly (Jun to Sep) – Little Manly and Shelly Beach. High Pressure Cleaning</p> <p>Monthly – all other ramps High Pressure Cleaning</p> <p>The algae make the surface slippery, resulting in vehicles unable to hold traction on the ramp. The above maintenance regime is then adopted to ensure the ramp is safe to use.</p> <p>Inspections are carried out regularly and extra cleaning may be conducted at any time when excessive algal growth is detected.</p> <p>As required – Reactive Maintenance All ramp repairs will be conducted as needed.</p>
Renewals	Boat ramps have an expected useful life of 100 years and are not expected to be renewed unless a structural fault is identified.



6.5.4 Bridge

Parks and Recreation’s bridges provide ease of access across the many creeks and riparian areas that feature in open spaces. Many bridges are part of high profile linkages such as the Narrabeen Multi-Use trail and the Multi-use path between Dee Why and Cromer. These bridges are constructed from a variety of materials and utilise a number of different construction techniques, resulting in varied service lives and purposes. Some bridges are suitable for pedestrian and bicycle traffic only, where others are built to cope with Council maintenance vehicles.

Asset Category	Bridge
Number of Bridges	53
Maintenance Activities	<p>Risk Dependant Frequency – Structural Inspection</p> <p>Bridge condition inspection undertaking by certified engineers commissioned by Council's Transport and Civil Infrastructure team. Components that are assessed include piers, abutments, sub-structure, deck, handrails and approaches. Maintenance activities are carried out where defects have been identified.</p> <p>As required – Reactive Maintenance</p>
Renewals	Renewals works are undertaken as a result of the defects identified from the above inspection when a bridge components condition is beyond the scope of maintenance.



6.5.5 Civic and Cultural

This asset category incorporates a wide range of various memorials, statues, plaques, flagpoles and mapboards. The majority of these assets are minor in nature and are captured under the General Infrastructure asset category.

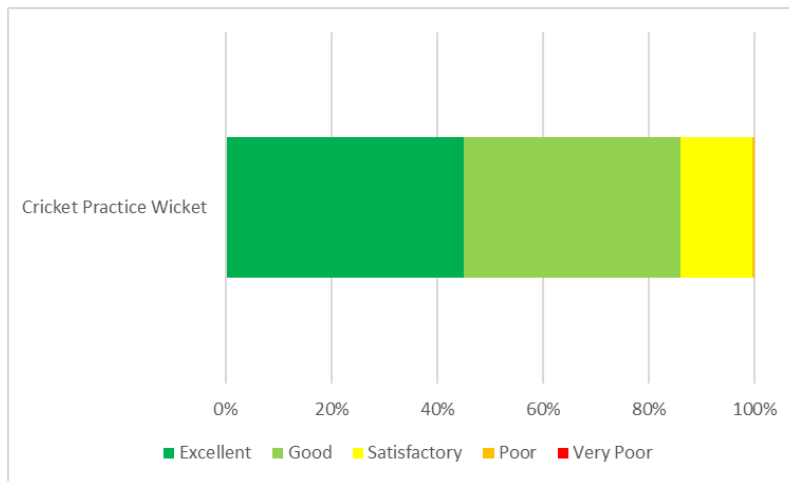
Asset Category	Civic and Cultural
Number of Civic and Cultural Assets	26
Maintenance Activities	Annually – Inspection of flag poles As required – Reactive Maintenance
Renewals	No renewals forecast



6.5.6 Cricket Practice Wicket

Cricket Practice Wickets are the playing surface for cricket nets. Constructed from concrete and synthetic turf, they require some maintenance such as line marking, conducted as a result of periodic inspections.

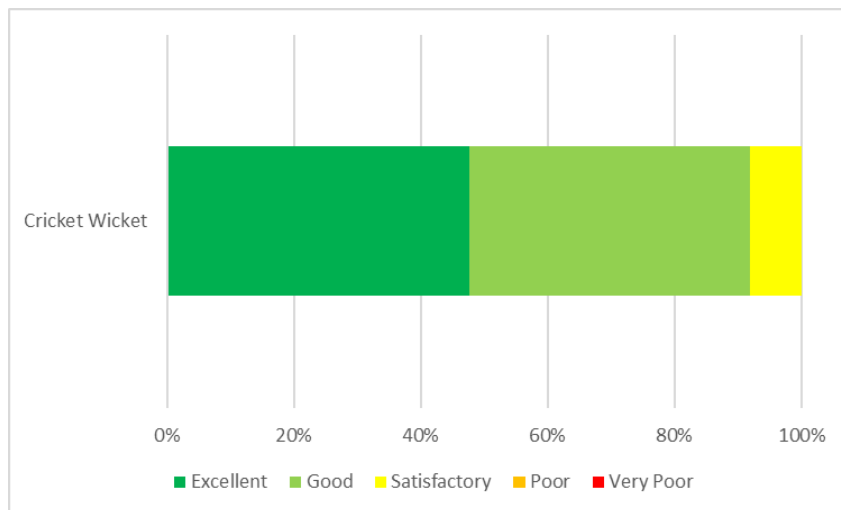
Asset Category	Cricket Practice Wicket
Number of Cricket Practice Wickets	30
Maintenance Activities	Weekly – Visual inspection as part of sportsground inspection Annually – Inspection and Linemarking As required – Reactive Maintenance
Renewals	Renewals works are undertaken as a result of the above inspection regimes.



6.5.7 Cricket Wicket

Council’s synthetic and turf cricket wickets are heavily utilised through the summer sports season. The four turf wicket tables are subjected to wear and tear during the winter sports season, and so significant maintenance expenditure is required each year to restore these wickets to a condition that is acceptable for use.

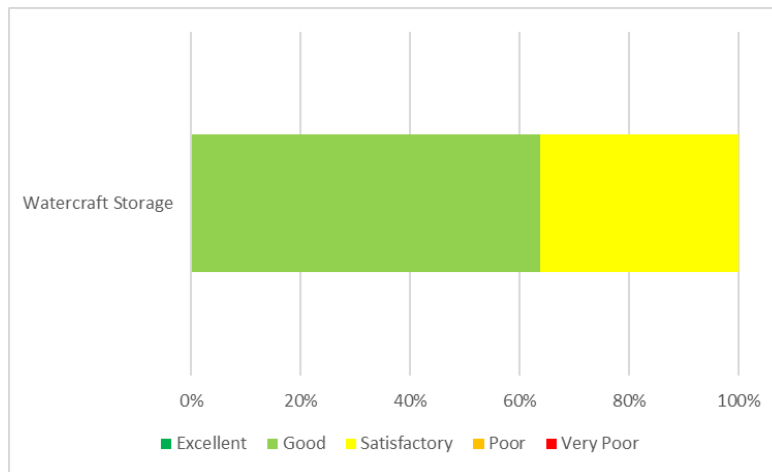
Asset Category	Cricket Wicket
Number of Cricket Wickets	52
Maintenance Activities	<p>Weekly – Visual inspection as part of sportsground inspection</p> <p>Annually – Inspection when uncovered prior to summer season</p> <p>Prior to each summer sports season, Council performs maintenance on turf cricket wickets to restore them to a playable condition after the wear and tear of the winter sports season. Activities include:</p> <ul style="list-style-type: none"> • Relaying of turf where required and Top dressing • Watering and Rolling <p>Biannually – Linemarking</p> <p>As required – Reactive Maintenance</p>
Operational Activities	Throughout the cricket season the wicket selected for preparation is rotated across the wicket table. Activities to prepare a wicket include rolling, mowing, watering, topdressing & line marking.
Renewals	At this stage no renewals have been forecast for the turf cricket wickets. This is due to the minimal impact that sport activities have on the soil profile of the wickets, ensuring the profiles continued good condition.



6.5.8 Watercraft Storage

Council has a number of watercraft storage sites available for the community. Located in close proximity to the marine environment, they are commonly constructed from timber and plastic to avoid corrosion issues.

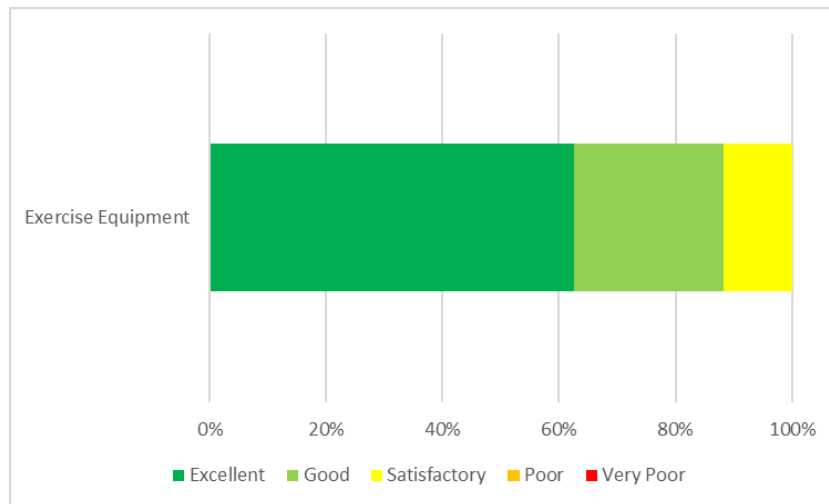
Asset Category	Watercraft Storage
Number of Watercraft Storage sites	9
Maintenance Activities	Monthly – Inspection, Clean and Repair
Renewals	Renewals works are undertaken as a result of the above inspection.



6.5.9 Exercise Equipment

Council has installed public outdoor exercise equipment in response to community requests and increased awareness of the benefits of physical health and fitness. This equipment generally utilises the user’s bodyweight to provide resistance and develop muscle strength.

Asset Category	Exercise Equipment
Number of Exercise Equipment	11
Maintenance Activities	<p>Quarterly – Included in Playground inspection</p> <p>Each of the exercise equipment facilities are constructed from durable, corrosion resistant materials. Despite not requiring planned maintenance activities they are included in Playground Inspections.</p> <p>As required – Reactive Maintenance</p> <p>They are also inspected on an As required basis to check that they are safe to use and have not been vandalised.</p>
Renewals	No renewals of exercise equipment are currently planned. The useful life of exercise equipment is similar to that of playground equipment, with an expected life of between 15-25 years.

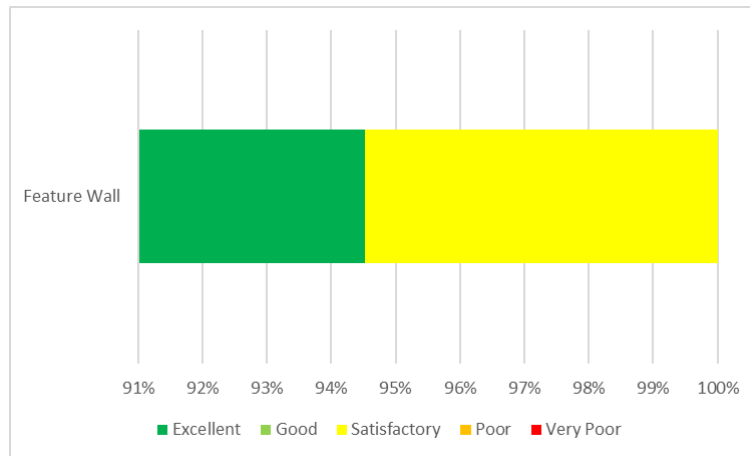


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6.5.10 Feature Wall

Feature walls are walls which have a primary purpose other than that of acting as a retaining structure, for example kick walls for balls.

Asset Category	Feature wall
Number of Feature Walls	6
Length (m)	139
Maintenance Activities	As required Inspections.
Renewals	Renewals will be conducted as required when assets reach the end of their service life.

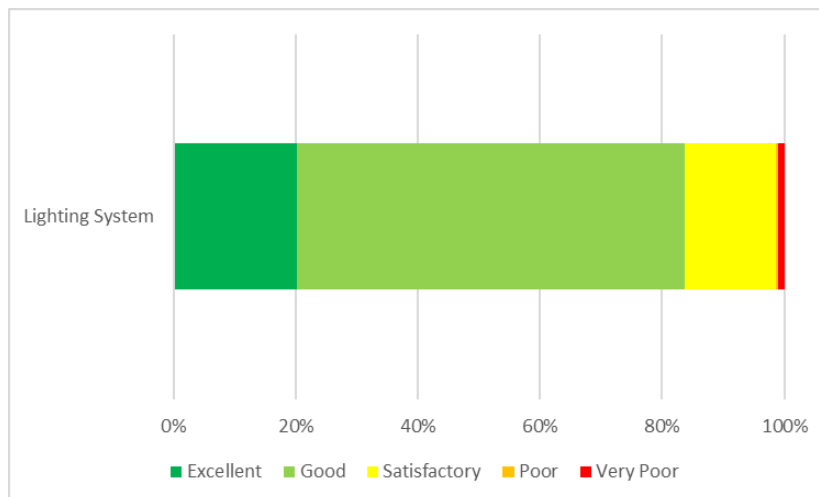


6.5.11 Floodlighting

Lighting systems can be found at sportsgrounds across the local government area as well as at high profile sites such as Dee Why Beach and East Esplanade, Manly. These systems make night time activities possible and as such provide significant recreational benefit to the community. Council's lighting systems allow sporting codes time to train well into the evening, extending the availability of the fields to meet increasing demand and convenient times for people to use them after school and work commitments.

Council's lighting systems are configured with a software package called E-state. This software allows for the remote activation of floodlights via mobile phone, giving sporting groups more control over when and what lights they want turned on, saving both energy and money.

Asset Category	Flood Lighting
Number of Systems	100
Maintenance Activities	<p>Annually – Functionality Inspection</p> <p>Each year prior to the commencement of the winter sports season (February-March) each of the sportsfield lighting systems are tested to ensure that all the lights are working and lenses are clean. Lights due for replacement are also replaced at the time. The indicative life of the currently used metal halide floodlights is 8,000 hours.</p> <p>4 year cycle – Pole Inspection</p> <p>As required – Reactive Maintenance</p>
Renewals	<p>There is an Australian Standard for sports floodlighting provision which Council is progressively updating its systems to meet subject to funding; much of this is undertaken in financial partnership with the various sporting user groups.</p> <p>Council has commenced replacing metal halide sportsfield lighting with LED now that the technology is more affordable. LED lighting is standard for the renewal of smaller lighting systems.</p> <p>The benefits of LED lights over metal halide floodlights is their lifespan which can be up to 10 times longer, reduced electricity usage and carbon footprint (approximately 33%) and reduced maintenance costs.</p>



6.5.12 General Infrastructure

This asset category includes a wide range of minor assets located within sportsground, reserve and foreshores areas. They are generally installed when the area is initially embellished, then replaced under maintenance as an individual asset fails.

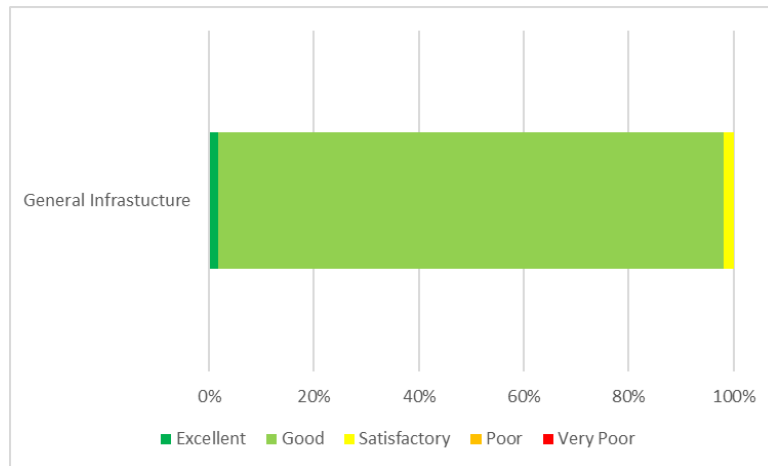
There is one general infrastructure asset allocated for each Council reserve, with its value being the sum of all infrastructure assets less than \$10,000 that are within the reserve:

- Barrier
- Boat Ramp
- Bridge
- Furniture
- Edging
- Bike Rack
- Lights
- Pathway
- Retaining Walls
- Shelters
- Speaker
- Sports Infrastructure
- Steps
- Boardwalk
- Paved Area
- Viewing Platform
- Shower
- Tap
- Bubblers

Some of these asset types have been discussed in the sections prior in their own rights; the assets from these types that are under \$10,000 in value are incorporated within General Infrastructure.

The reason for smaller assets to be included in general infrastructure is due to the low value of the individual assets, they are expensed through an operational budget when replaced and not renewed through a capital budget. The risks with these assets is less than assets of greater value (due to the smaller physical scale of general infrastructure assets), meaning that proactive renewal strategies are generally not required.

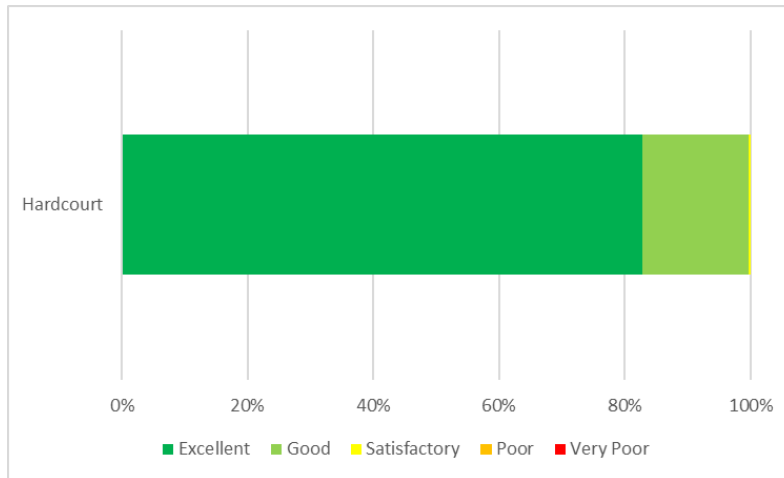
Asset Category	General Infrastructure
No.	616 (1 asset per reserve)
Maintenance Activities	<p>Biannually – Timber furniture Oiling</p> <p>Timber furniture is oiled twice a year to improve weather resistance and to maintain the colour of the timber.</p> <p>Annually – Shower inspection</p> <p>Council engages a plumber to inspect each shower on an annual basis. The inspection looks for faults in the showers, with any identified faults being repaired.</p> <p>Annually – Sports Infrastructure inspection</p> <p>Cricket cages and synthetic wickets are inspected annually. The fencing, synthetic wicket and concrete run-ups are inspected, with required maintenance subsequently carried out.</p> <p>As required – Reactive Maintenance</p> <p>A significant amount of the maintenance associated with general infrastructure assets is reactive. These assets are generally maintained as a result of staff or community members reporting asset defects e.g. a bubbler that is not working.</p>
Renewals	Renewal of General Infrastructure (less than \$10,000) is undertaken as maintenance. The other case is when a reserve is renewed as a whole, for example lighting, path works, and sportsground works. General Infrastructure renewal works will be included in this project. This includes assets like fencing, edging and furniture.



6.5.13 Hardcourt – Netball / Basketball

Council's hardcourt facilities provide all weather surfaces for training and matches. These facilities are also used by the community for activities such as riding scooters, skateboards and bikes.

Asset Category	Hardcourt
Number of Sites	15
Number of Courts	51.5
Maintenance Activities	<p>Annually – Court Surface Clean and Inspection</p> <p>The courts are inspected and pressure cleaned annually if required and prior to the netball season commencing. During the pressure cleaning, unsatisfactory areas of court surface are noted for repairs and maintenance is carried out as a result.</p> <p>Same for John Fisher Park, at biannual frequency</p> <p>As required – Reactive Maintenance</p>
Renewals	<p>Eight of the 24 courts in John Fisher Park (JFP) have been flagged for renewal due to them being located on former landfill. Natural subsidence of the ground shortens the useful life of the courts due to extensive surface cracking occurring over time. The condition profile below reflects that only 33% of the JFP complex is below a condition 1.</p>



6.5.14 Irrigation System

Council's irrigation systems provide water for sportsgrounds as well as some high profile recreation sites. No two systems are exactly the same with all of them comprised of a variety of pipe layouts, tanks and water sources.

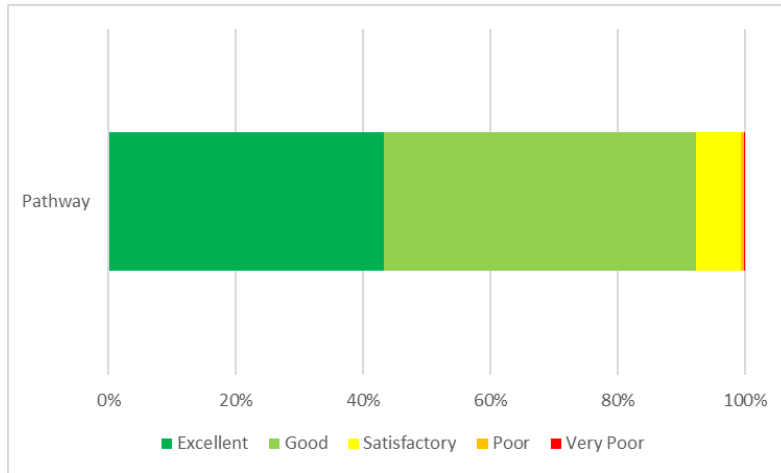
Asset Category	Irrigation System
Number of Systems	62
Irrigated Area (ha)	88.83
Maintenance Activities	<p>Biannually – Minor Visual Inspection</p> <ul style="list-style-type: none"> • Tank, pumps, controller and basic system operation • Field inspection - heads operating/adjusted correctly and at correct levels • Visual leaks <p>Annually – Major Inspection</p> <ul style="list-style-type: none"> • Inspect and test supply for correct operation • Tank, floats, filters and fittings for correct operation • Inspect and test pumps for correct operation • Inspect and test control panel and electrical for correct operation • Valves and solenoids for correct operation • Field inspection – heads operating/adjusted correctly and at correct levels • Visual leaks <p>As required – Reactive Maintenance</p> <ul style="list-style-type: none"> • Replacement of failed sprinkler heads • Repair failed valves and pipes • Repair failed pumps, bores and tanks



6.5.15 Pathway

Parks and Recreation manages a wide variety of path types made out of many different materials. Pathways vary from providing pedestrian access through parks, to large multi-use paths that provide wide thoroughfares for pedestrians and cyclists. Parks and Recreation pathways are important links between various urban and residential zones, providing an alternative means of accessing various parts of the Council area other than driving.

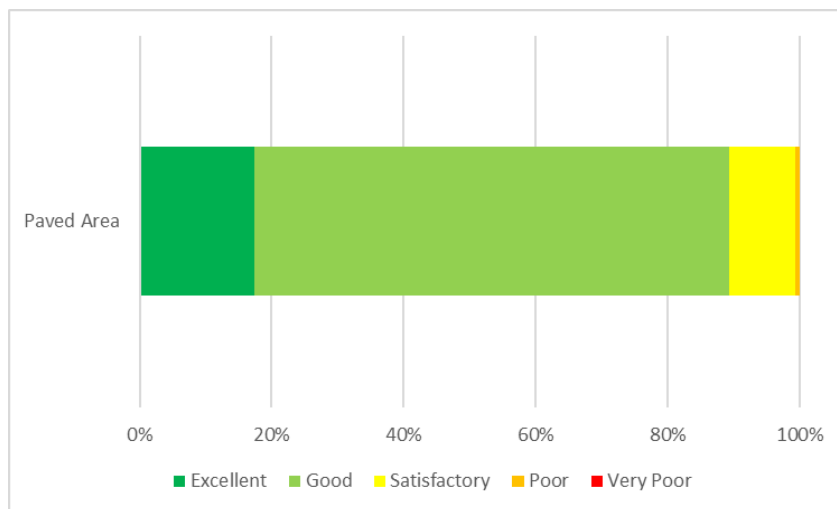
Asset Category	Pathway
Number of Pathways	503
Length (km)	84.7
Maintenance Activities	<p>Weekly – Manly Dam Mountain Bike track</p> <p>Quarterly – Vegetation cutbacks (High Profile recreational areas) Walkthroughs are conducted in the high profile recreational areas to vegetation cutbacks.</p> <p>Quarterly – Inspections (High Profile recreational areas) Walkthroughs are conducted in the high profile recreational areas to detect any visible defects and obstructions.</p> <p>Annually – Vegetation cutbacks (Other recreational areas)</p> <p>Annually – Inspections (High Profile recreational areas) Path surfacing - Biennially /Triennial frequency</p> <p>Each 2-3 Years – Crushed rock/gravel Path surfacing Susceptible to erosion and so require additional material to be added and compacted into the remaining path</p> <p>As required – Consultant Audits Mountain Bike track consultants are engaged to assess the various components of the track. These inspections provide maintenance and renewal suggestions.</p> <p>As required – Reactive Maintenance Periods of heavy rain and or use, can result in significant degradation of the track, especially on corners. Maintenance of the track is undertaken when its safety and useability have been compromised</p>
Renewals	Sections of path that are degraded beyond the scope of maintenance to repair undergo renewal.



6.5.16 Paving

There are a number of large, paved areas that provide non-erodible surfaces for high traffic areas. They are made from materials such as concrete, pavers and asphalt resulting in differing service lives.

Asset Category	Paving
Number of Paved Areas	284
Area (sqm)	94,901
Maintenance Activities	<p>As required – Reactive Maintenance</p> <p>Repairs are generally conducted when paved areas are observed to be damaged and pose a risk to people utilising the area. These issues are reported by staff and community members, and then inspected by a P&R maintenance delivery staff member who will ascertain the required works.</p>
Renewals	<p>A paved area is generally renewed when it has degraded to a point where sections that are too large to be managed effectively under maintenance are becoming unsafe. At the renewal point, aspects such as material choice are reviewed to ensure that the most durable yet aesthetically appropriate material is used while still remaining in accordance with Council’s design standards.</p>



6.5.17 Playground

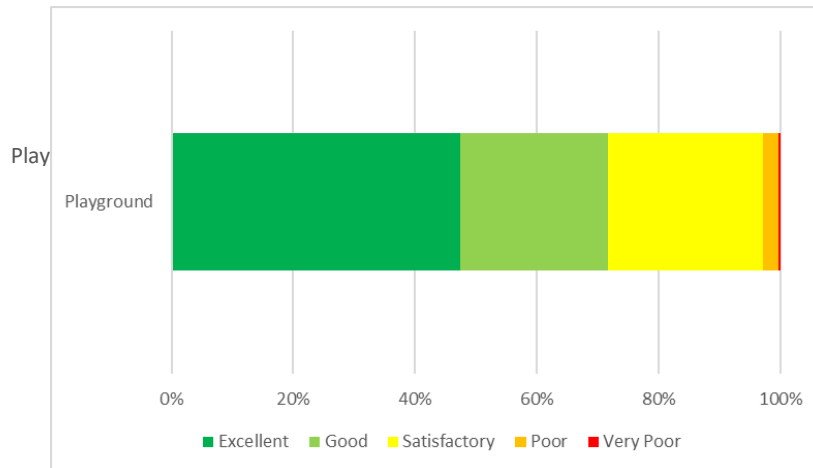
Parks, Reserves and Foreshores currently manage 252 playgrounds. The four categories are Regional, District, Neighbourhood and Local. These categories are developed on a catchment basis as detailed in the table below.

Playground Category	Definition
Regional	Has a catchment that extends beyond Northern Beaches Council boundaries. Services the local community, Northern Beaches residents and visitors from outside the LGA.
District	Services a wider catchment of residents within the suburb and visitors from neighbouring suburbs.
Neighbourhood	Caters for a localised catchment within 10 minutes walking time from residences.
Local	Services a highly localised catchment for residences within 10 minutes walking distance and may include limited equipment such as a swing.
Restricted Access	These playgrounds are within a community services complex such as a childcare centre.

There is great diversity in the style of playgrounds provided, however they all provide a space where children can challenge themselves physically and develop social skills. Playgrounds provide crucial opportunities for children to learn to identify and manage risks; these skills stick with children through to adulthood. Extensive community engagement occurs whenever Council renovates a playground. It is important to Council to deliver a playground that the surrounding community feels is a good fit for the space and that provides children with an engaging experience.

Asset Category	Playground
Number of Playgrounds	239
Maintenance Activities	<p>Weekly – Inspection (Regional) Internal Inspections to identify any visible faults in the equipment and safety surface</p> <p>Monthly – Inspection (District) Internal Inspections to identify any visible faults in the equipment and safety surface</p> <p>Quarterly – Internal Inspection (Neighbourhood)</p> <p>Quarterly – Internal Inspection (Local)</p> <p>Triennial – External Audit The audit evaluates whether the playgrounds comply with Australian Playground Safety Standards and specifically assess entrapment and the condition of the soft fall surface. A list of maintenance activities with timeframes will be provided to Council to ensure compliance with Australian Standards.</p> <p>As required – Reactive Maintenance Notifications from community about broken equipment in playgrounds Council has two staff dedicated to maintain the playgrounds who undertake maintenance on our high usage playgrounds on a weekly basis</p>

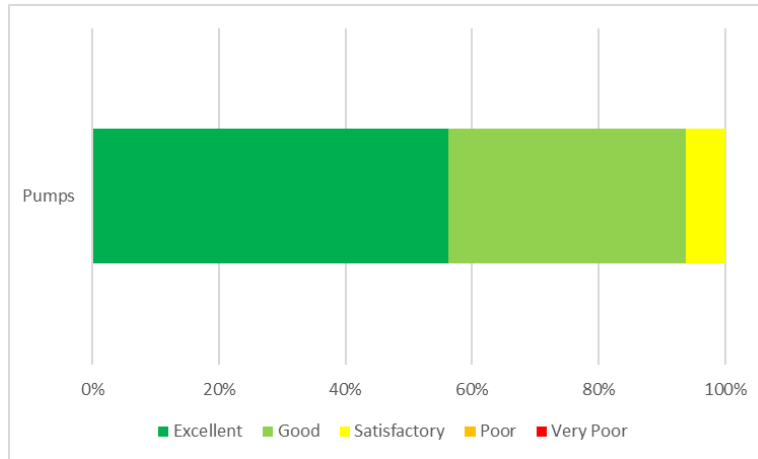
Renewals	Managed by combining the imperatives of Council's Open Space Strategy and playground condition. Over the last 5 years, Council has directed additional design resources into the development of its playgrounds. This has resulted in the latest generation of playgrounds being designed in such a way that they will not require complete renewals in the future. The goal is to move to component based renewals for playgrounds, rather than complete removal and replacements, which will result in cost savings.
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6.5.18 Pumps

Pumps are used in Council's rockpools to help cycle the water into the pools, and also to fill the pool up after it has been drained for cleaning. The pumps are complex pieces of infrastructure situated in a very harsh environment and if not managed properly can cause significant downtime for the rock pool.

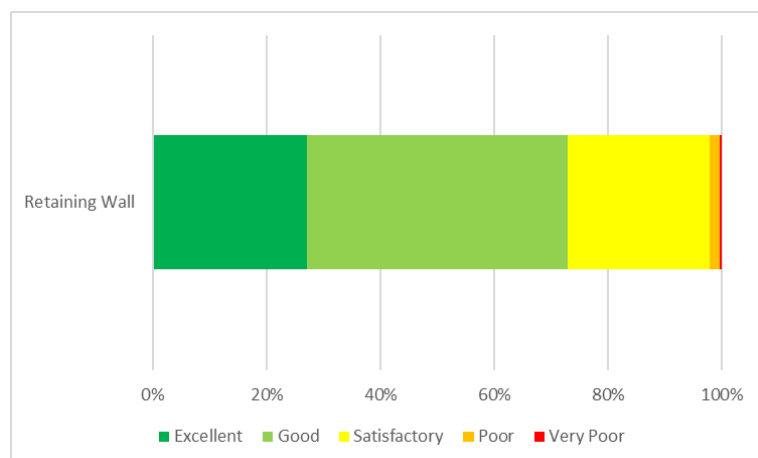
Asset Category	Pump
Number of Pumps	19
Maintenance Activities	<p>Weekly/Fortnightly – Visual inspection and test</p> <p>Annually</p> <p>Annual rotation mechanical maintenance check to minimise unexpected failure.</p> <p>Sacrificial anode installation</p> <p>As required – Reactive Maintenance</p> <p>Council has a number of spare pumps to exchange for any pumps that fail.</p>
Renewals	A new pump will be purchased if a pump fails to be repaired or has reached its useful life. One of the spare pumps will immediately replace the failed pump, so pool availability will not be impacted.



6.5.19 Retaining Wall

Parks and Recreation is responsible for many retaining walls that are located in and around public recreational space. These walls retain infrastructure such as roads, car parks, sportsgrounds and paths – making them vital assets in ensuring the continued provision of services to the community.

Asset Category	Retaining wall
Number of Retaining Walls	400
Length (m)	14,456
Maintenance Activities	<p>Risk Dependent Frequency – Structural Inspection</p> <p>Visual inspections are carried out by staff, with any retaining walls that present visual concerns having a follow-up structural inspection.</p> <p>These structural inspections are done by qualified engineers, who then provide recommendations and timeframes for any maintenance activities that are required for the ongoing function of the retaining wall in question.</p> <p>As required – Reactive Maintenance</p>
Renewals	Retaining wall renewals are a potential outcome of structural inspections. If the retaining wall has structural flaws that are beyond the scope of maintenance to correct, the resultant works become a renewal.



6.5.20 Rockpools

There are 15 rockpools of varying sizes (plus 2 children’s pools and 1 stilling pool) along the Northern Beaches coastline that are managed by P&R. These rockpools are valuable recreational facilities, and are heavily utilised by local community members as well as many people from outside the area.

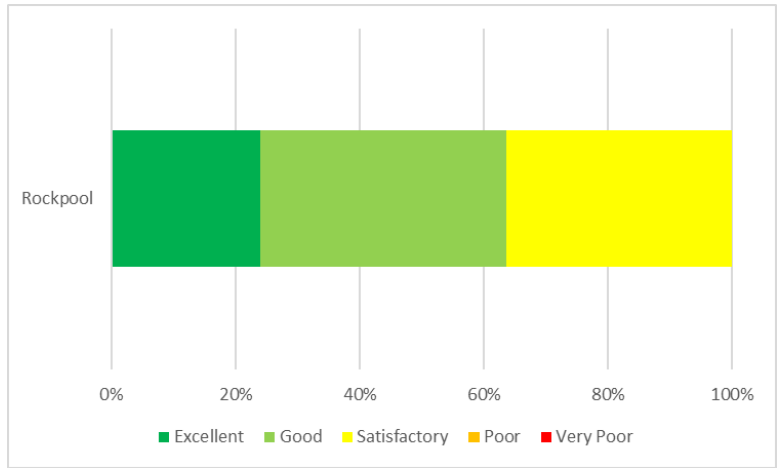
The rockpools are used throughout the year with peak use occurring over the summer months. The maintenance delivery team performs weekly cleaning during the swimming season however water quality varies according to tides, swell, water temperature and level of use.

All of the pools are cut into the bedrock of the coastal points on which they reside, with their concrete walls extending up from these excavated areas. The water is recycled through the use of pumps, which transfer sea water from the adjacent surf into the pool, pushing out the pool water through the scuppers. The only pools that do not have a pump are North Curl Curl, Newport, Mona Vale and Avalon; the reason for this is that the surf at this point on the coast can recycle the pool water without any mechanical aid.

Valves are installed at each of the pools allowing the pools to be drained dry so they can be cleaned and maintained.

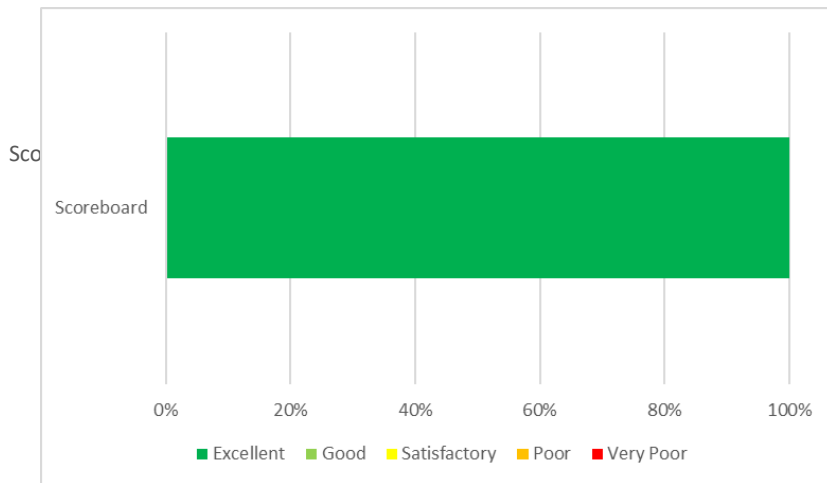
There are currently four rockpools that require ongoing maintenance and significant renewal works is required and there is no funding currently available to undertake the works. This is described further in Section 5 – Unfunded Programs

Asset Category	Rockpool
Number of Rockpools	15
Maintenance Activities	<p>Weekly – Visual Inspection Visual inspections to identify defects for example concrete deterioration, loose handrails and slippery surfaces.</p> <p>Weekly/Fortnightly – Pressure wash and chemical clean The Rockpools are cleaned weekly during swimming season. Outside of swimming season the rockpools are cleaned fortnightly aside from North Curl Curl which is cleaned as required.</p> <p>Annually – Valve Maintenance Visual inspection to identify defects Valve spindles are greased yearly to ensure they continue to open easily.</p> <p>Biennial – Internal Staff Condition Review</p> <p>As required – Reactive Maintenance</p> <p>Risk Dependant Frequency – Consultant Structural Inspection</p> <p>Pump Maintenance This is addressed under the Pump asset information.</p>
Renewals	Minor renewals are forecast, including actions such as concrete patching and railing replacement.



6.5.21 Scoreboard

Asset Category	Scoreboard
Number of Scoreboards	5 (1 capitalised): Rat Park, Weldon Oval, Manly Oval, Brookvale Oval and Melwood Oval
Maintenance Activities	As required – Reactive Maintenance Reactive maintenance is conducted As required as well as when community member’s inputs, after inspection, are deemed as relevant and request repairs to be done
Renewals	None planned at this stage.



6.5.22 Seawalls

There are a number of seawalls along the coastal areas of the Council which help prevent beach and foreshore erosion. These walls protect recreational space from high tides and prevent bank scouring and associated contamination of waterways.

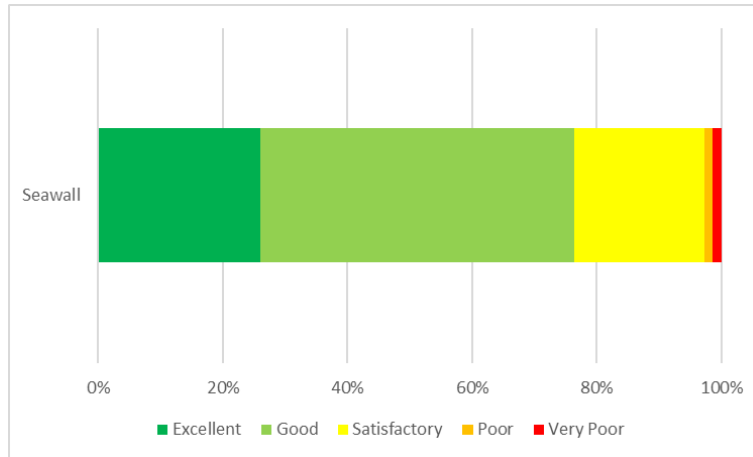
Not all council assets impacted by coastal hazards will be protected by coastal protection works. Works will only be constructed if identified in adopted policy or strategy of council and/ or in cases where the asset owner considers that protecting the asset has a public benefit or is necessary to ensure public safety.

The 2022 storm event caused significant structural damage to the Queenscliff beach seawall. To undertake the renewal and fortification works Council requires 6 million dollars of funding to be allocated to this project.

New seawalls have been identified for Collaroy-Narrabeen Beach to protect a number of public assets including council reserves, road ends and South Narrabeen Surf Club. These works are being carried out in accordance with the CZMP for Collaroy-Narrabeen Beach and Fishermans Beach (in particular Action H6), relevant legislation and policies. Works will need to be designed and sited to meet the requirements of relevant legislation, CZMPs/CMPs & policies and may include revetments, hybrids and/or seawalls depending on the specific specialist advice for each site.

Asset Category	Seawall
Number of Seawalls	170
Length (m)	12,850
Maintenance Activities	<p>Various frequencies – Structural Inspections</p> <p>Visual inspections are carried out by staff, with any retaining walls that present visual concerns having a follow-up structural inspection.</p> <p>These structural inspections are done by qualified engineers, who then provide recommendations and timeframes for any maintenance activities that are required for the ongoing function of the retaining wall in question.</p> <p>Works will be maintained in accordance with their design and performance requirements. This will include inspections following coastal storms that expose the works to damage followed by repair if required. Repairing works will consist of actions required to restore the works to their approved design.</p>
Renewals*	<p>Seawall renewals are a potential outcome of structural inspections. If the seawall has structural flaws that are beyond the scope of maintenance to correct, the resultant works become a renewal.</p> <p>The works will be renewed or replaced at the end of their design life or when damaged to the extent that actions greater than routine maintenance are required to ensure the ongoing performance of the works.</p>

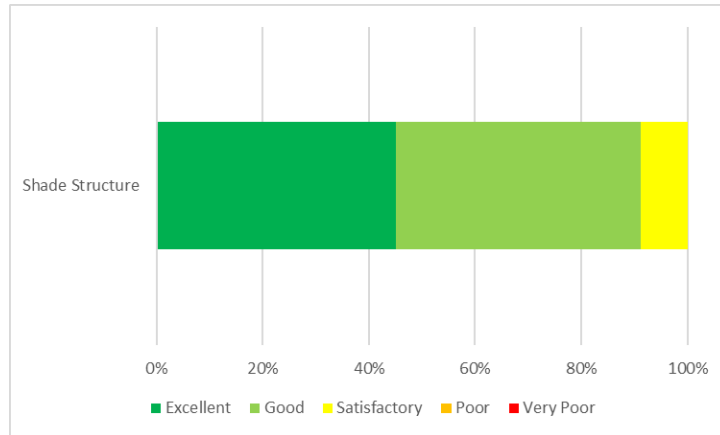
*It is likely that most coastal protection works will need to be modified beyond their initial design to accommodate the impacts of climate change, including sea level rise. As there is a high degree of uncertainty around future sea level it is prudent to design new coastal protection works to current standards and allow for modification to the design at the end of the design life.



6.5.23 Shade Structure

Shade structures are installed in locations such as playgrounds to provide additional protection from the sun.

Asset Category	Shade Structure
Number of Shade Structure	100
Area (sqm)	9,039.77
Maintenance Activities	<p>Annually – Inspection</p> <p>Shade sails are inspected as part of scheduled playground inspections. Maintenance activities that generally occur for shade structures from these inspections include cleaning of shade sail fabric to remove algal growth, and patch repairs of shade sails where tree branches create puncture holes in the shade sail.</p> <p>Annually – Pressure Wash</p>
Renewals	<p>There are no renewals of shade sails planned at this time. Generally the shade sail may be replaced; however this tends to be undertaken as maintenance due to the cost being less than \$10,000.</p> <p>Future renewals of playground shade structures may be tied in with condition audits or playground renewals based on the following criteria:</p> <ul style="list-style-type: none"> • Changes are required to where shade is required in the playground footprint, • Shade sail nearing the end of its useful life.



6.5.24 Shelter

Shelters provide weather protection in reserves. The other smaller shelter assets are included in General Infrastructure. The most common make up of these shelters is a timber frame with a steel roof.

Asset category	Shelter
Number of Shelters	110
Maintenance Activities	<p>Biennially – Inspection</p> <p>The shelter assets are inspected for deterioration and required maintenance.</p> <p>As required – Reactive Maintenance</p>
Renewals	No renewals of shelters are currently planned.



6.5.25 Skate Facility

Skate facilities are important pieces of infrastructure to the community, particularly catering for the youth age bracket. These facilities provide great opportunities for physical exercise, social interaction and development of important skills such as risk identification.

Asset Category	Skate Facility
Number of Skate Parks	10

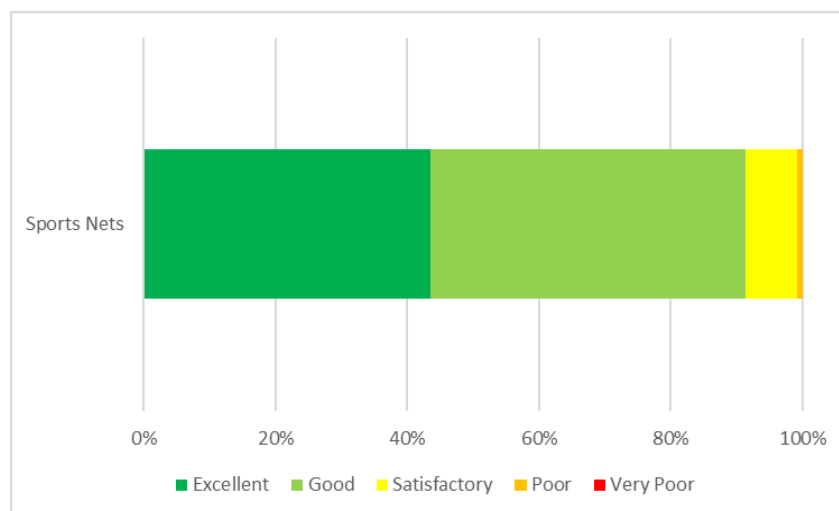
<p>Maintenance Activities</p>	<p>Quarterly – Inspections included in playground inspection (North) Annually – Skatepark specific inspection As required – Reactive Maintenance</p> <p>Inspections are carried out to identify any structural deterioration of the facilities on an As required basis. Reactive maintenance is carried out to ensure the facility is safe to use.</p>
<p>Renewals</p>	<p>The skate park at Kierle Park is scheduled for renewal.</p>



6.5.26 Sports Net

Council provides sports nets to fulfil a variety of roles, including practice facilities and ball protection. Commonly constructed from chainwire, they are periodically inspected and maintained to ensure their functionality.

Asset Category	Sports Net
Number of Sports Net	61
Maintenance Activities	<p>Annually – Visual Inspection</p> <p>As required – Reactive Maintenance</p> <p>Reactive maintenance is carried out to ensure asset in functional</p>
Renewals	Renewal or replacement of sports nets are conducted as a result of visual inspection.



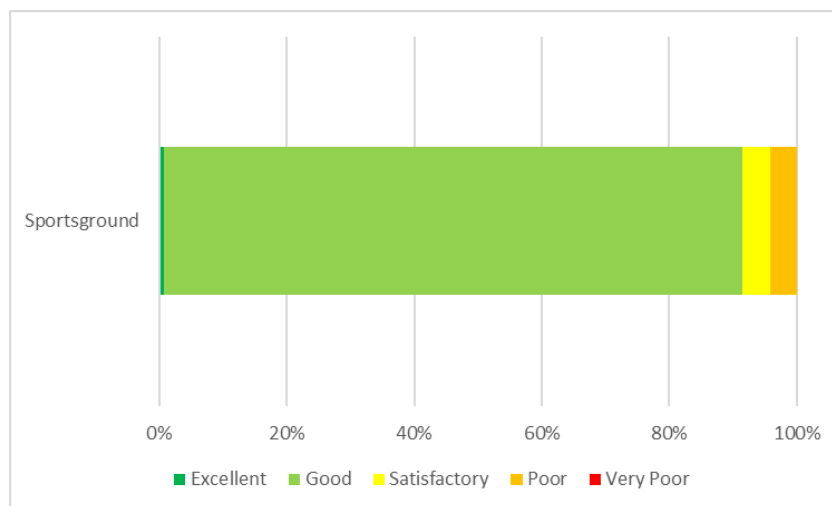
6.5.27 Sportsgrounds

Council manages 60 sportsgrounds which are utilised by various sporting clubs for organised competitions. These areas are also available for use by the community when not already booked.

Eighteen of the sportsgrounds are located on former landfill sites. These present unique challenges in both the management of gases and chemicals within the soil and also the quality of the playing surface. Management of these sportsgrounds involves a number of environmental checks and protocols to ensure that they are environmentally safe and safe for recreational use.

Many of the sportsgrounds are located in low lying areas and serve as stormwater detention basins to prevent flooding of private property during storm events.

Asset Category	Sportsground
Number of Sportsgrounds	60
Area	1,113,776
Maintenance Activities	<p>Weekly – Mowing (Summer – SEP to MAR) As required – Mowing (Winter – APR to AUG) Triannually – Fertilising</p> <p>Fertilising in Autumn, late Winter and spring to boost grass growth and minimise areas that require returfing as a result of the winter season.</p> <p>Biannually – Aeration (twice a year)</p> <p>Annually</p> <p>Weed (Herbicide spraying of broadleaf weeds) and Pest Control (Pesticide spraying) and Top Dressing</p> <p>Annually/Biennially</p> <p>Soil testing to ensure nutrient balance</p> <p>As required – Reactive Maintenance Returfing worn areas as required.</p>
Renewals	<p>Sportsground renewals occur when an ovals surface deteriorates to a point where it can no longer provide a useable playing surface or becomes hazardous to users based on the levels of service outlined in the Generic Sportsground Plan of Management. Sportsground renewals involve reconstructing the sub base of the oval, lessening soil compaction and improving the soil profile to encourage turf growth.</p> <p>Partial renewals of heavily used sections of a sportsground are sometimes undertaken. An example of this is goal boxes on soccer pitches, which experience a higher level of use than other areas of the pitch. These renewals return the deteriorated section back to the condition of the rest of the field.</p>



6.5.28 Steps

Steps are a common part of Council's open space pathway connections. Stairs are often employed in situations where they are providing access across otherwise impassable terrain such as steep slopes or cliff faces. If not maintained correctly they can pose significant risk to users due to the potential fall heights involved.

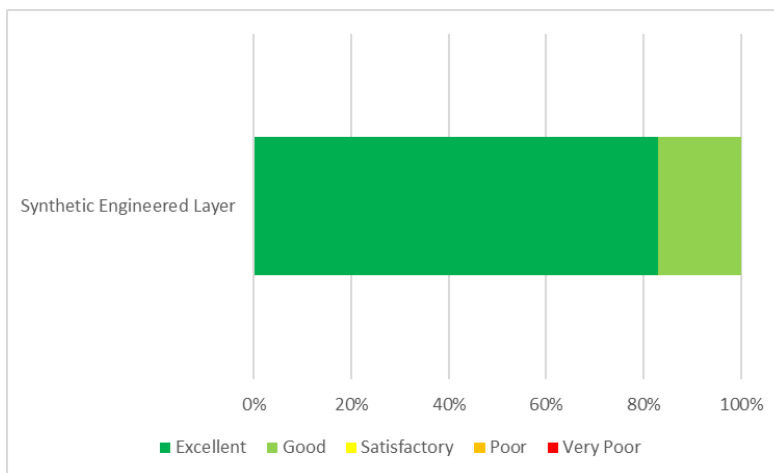
Asset Category	Steps
Number of Steps	349
Length (m)	4,308
Maintenance Activities	<p>Monthly – Cleaning of steps in Pittwater</p> <p>Biannually – Inspection</p> <p>Inspections of stairs in highly used areas such as promenades, beach access points and viewing spots.</p> <p>Risk dependent Frequency – Timber structures inspection</p> <p>As required – Reactive Maintenance</p>
Renewals	Renewals are undertaken on stairs where Council staff have identified that the structure is nearing the end of its service life and requires significant work/replacement to ensure its continued service. As mentioned above a proactive stair inspection program needs to be developed, from which future renewal works can be planned



6.5.29 Synthetic Sportsfield - Engineered Layer

The Engineered layer of a synthetic pitch is the sub-base and is comprised of a mix of well-graded material that is designed to provide an evenly graded surface for the wearing layer to be placed on, while at the same time conveying stormwater quickly through its profile into the drainage infrastructure at the edges of the field.

Asset Category	Engineered Layer
Number of sites	4
Maintenance Activities	None
Renewals	Minor depression remediation. Would be undertaken at the same time as a wearing layer renewal.



6.5.30 Synthetic Sportsfield - Wearing Layer

Council currently manages four synthetic sportsfields. Synthetic fields provide a surface that can be played on in all weather conditions without any damage occurring to the surface. The expected life of a synthetic surface is approximately 65 hours per week over a projected 10 year life span.

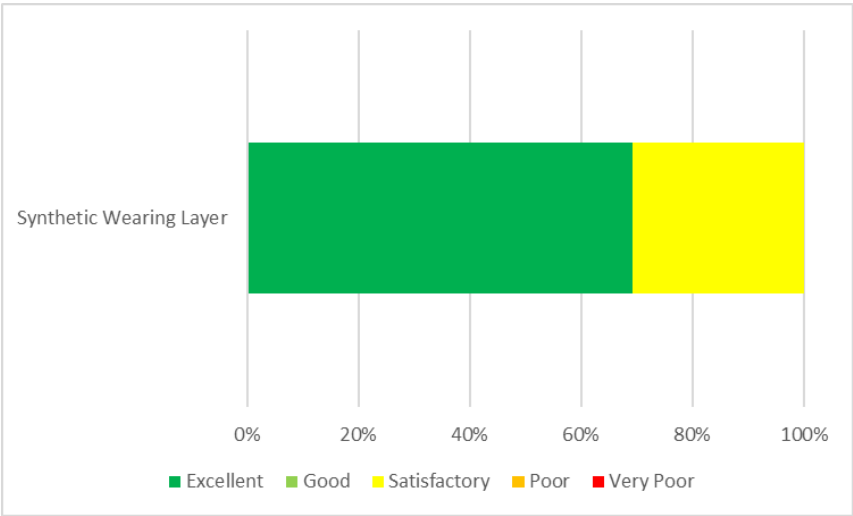
The synthetic pitches are designed to handle high intensity rain events quickly absorbing the rainwater through the pitch subgrade, and directing it into the stormwater system.

The wearing layer can range from 30-70mm in length and has layers of sand and rubber infill through

the synthetic grass, which provides cushioning for players without hampering water infiltration. The free grass height is generally 20-30mm.

There is an increase in community demand for more synthetic field conversions. The cost to Council to undertake these conversions is expensive and there is no budget available at this time.

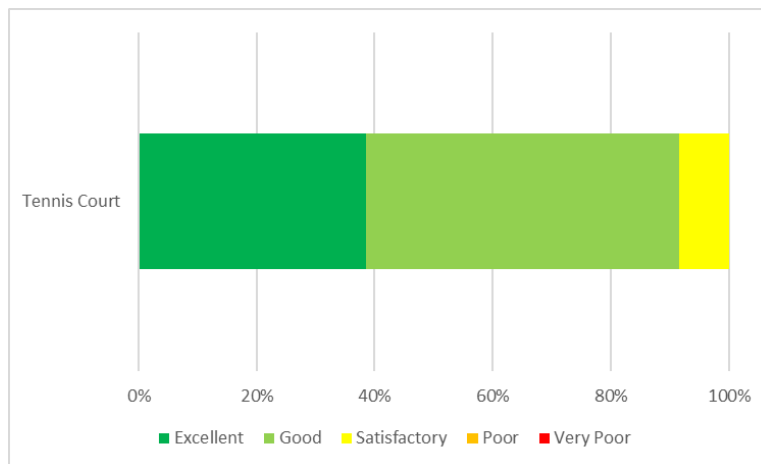
Asset Category	Synthetic Wearing Layer
Number of Sites	4
Area (sqm)	81,216
Maintenance Activities	<p>Fortnightly – Minor service by staff Surface groom (sweeping rubber infill and removing foreign material) and rubber infill top up in high wear areas, e.g penalty spots</p> <p>Fortnightly – Minor service by contractors Surface groom (sweeping rubber infill and removing foreign material) and rubber infill top up for the entire layer</p> <p>Biannually – major service More focused and deeper grooming regime of the playing surface including cleaning infill</p> <p>As required – Reactive Maintenance Occasionally a small section of the wearing layer will be damaged through general use. The main area of damage is around the penalty spot of the goal boxes. When this occurs, the remaining sand and rubber infill is blown off the damaged pile section, the section is then removed and a new section is installed and sewn into the surrounding pile, fresh infill is then applied to the new section of pile.</p>
Renewals	The wearing layer is rated by the manufacturer to last a minimum of 10 years with similar products expected to last 12-13 years. When the wearing layer has reached the end of its service life it will need to be completely replaced. The engineered layer lasts much longer and depending on the quality of construction and the latent ground conditions it may achieve a service life of up to 100 years.



6.5.31 Tennis Court

Parks and Recreation manages one tennis court at Collaroy Plateau. The remainder of the tennis courts are managed by the Property Unit via lease agreements with the various tennis clubs.

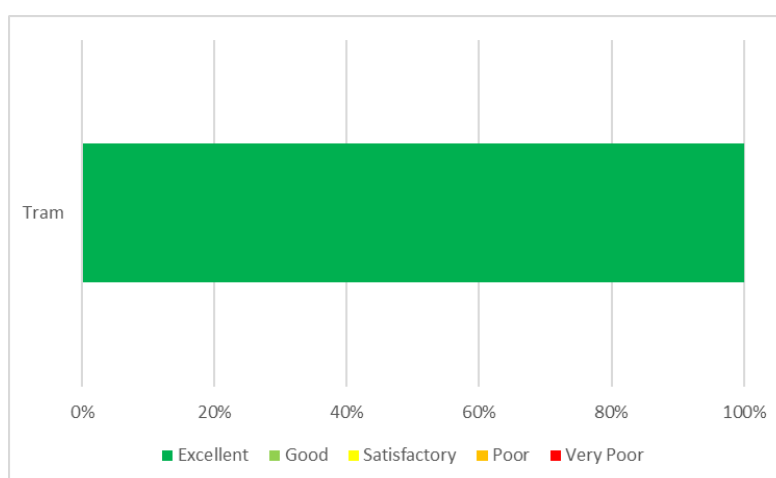
Asset Category	Tennis Court
Number of Tennis Courts	83
Maintenance Activities	<p>Quarterly – Collaroy Plateau Court Inspection</p> <p>P&R replaces the net at Collaroy Plateau and remarks the lines when required</p> <p>Tennis court's maintenance is managed by facilities and/or the tennis clubs via lease agreements. Maintenance and operations costs for these courts are outlined in the Buildings' AMP.</p>
Renewals	No renewals programmed at this time.



6.5.32 Tram

Council refurbished an original tram from the historical tram line that ran through the Northern Beaches. This tram takes pride of place at the Tramshed community centre in Narrabeen.

Asset Category	Tram
Number of Trams	1
Maintenance Activities	Weekly – General maintenance The local Mens Shed who restored the tram have taken ownership of its maintenance.
Renewals	No further renewal works are planned for the tram.

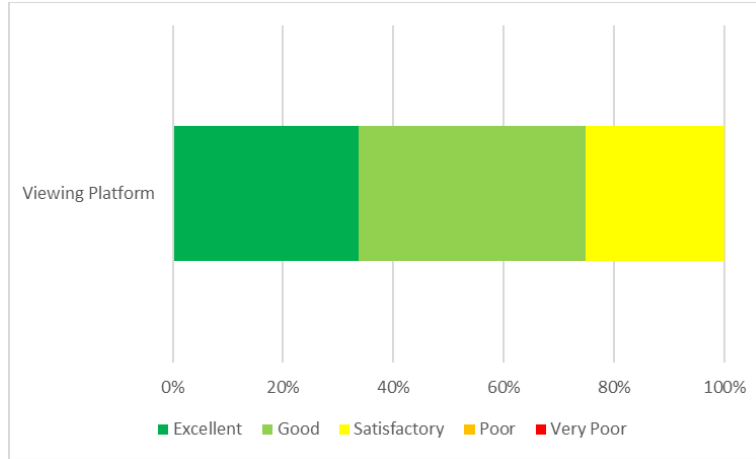


6.5.33 Viewing Platform

Viewing platforms provide vantage points for the community to enjoy the great natural landscape that is on offer in the Northern Beaches. They are often located along the coastline and so like boardwalks, endure harsh environmental conditions.

Asset Category	Viewing Platform
Number of Viewing Platforms	38
Maintenance Activities	Annually – Timber oiling Many of Council's viewing platforms are constructed out of hardwood timber. To prolong the life of the timber it is oiled annually, which helps to protect the timber from weathering and colour fading. Risk dependant frequency – Timber structures inspection Structural assessments are carried out to inspect the bearers and joists of the platforms, with maintenance recommendations provided if required.

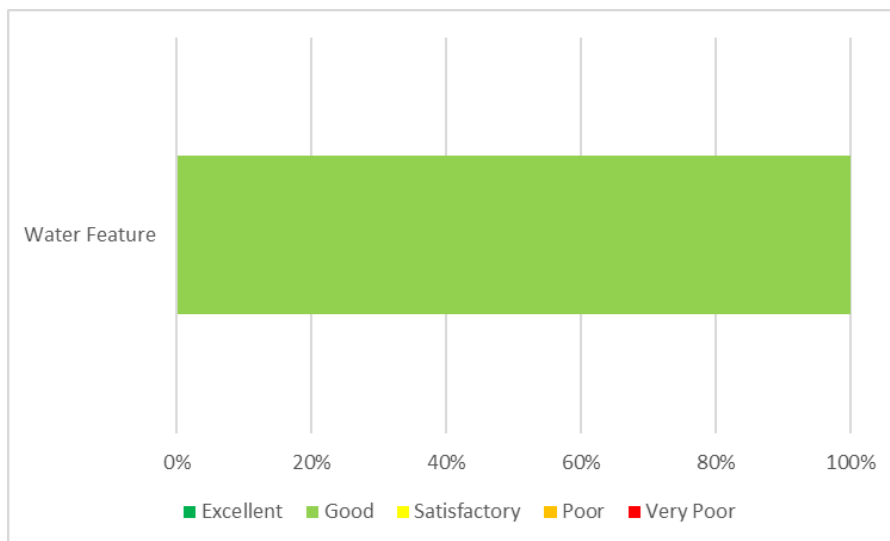
Renewals	Renewals of safety platforms are primarily driven by managing the potential risk to users. Renewals of the viewing platforms occur when structural assessments recommend structural works beyond the scope of maintenance to ensure the continued service of the viewing platform in question.
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6.5.34 Water Feature

Water features provide great aesthetic benefits to high profile commercial centres as well as important play elements in the case of Walter Gors Park in Dee Why. Water features do need to comply with strict water quality guidelines as prescribed by NSW health.

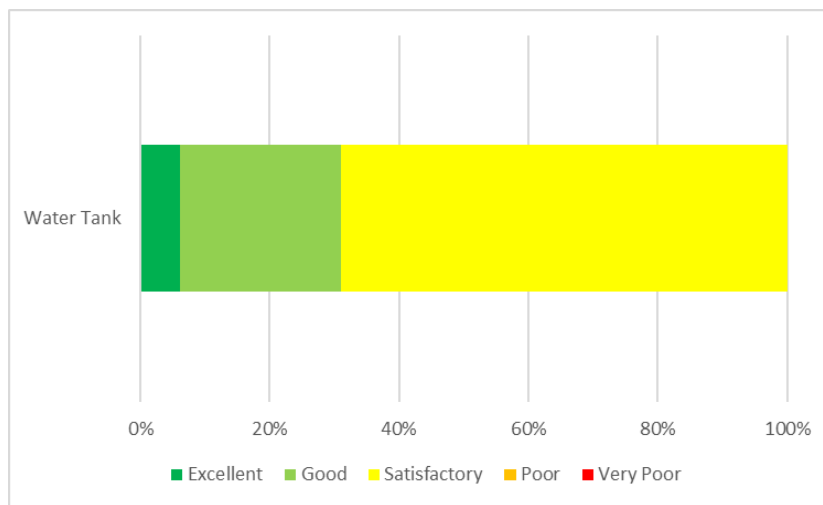
Asset Category	Water Feature
Number of Water Features	3 (2 capitalised)
Maintenance Activities	<p>Twice daily – Chemical testing Walter Gors Park in Dee Why</p> <p>Weekly – Chemical testing Redman Road in Dee Why and The Corso in Manly</p>



6.5.35 Water Tank

Water tanks are significant components of Councils irrigations systems and so have been componentised into individual assets. The majority of the tanks store bore water which is then used for the irrigation of Councils natural turf sportsgrounds.

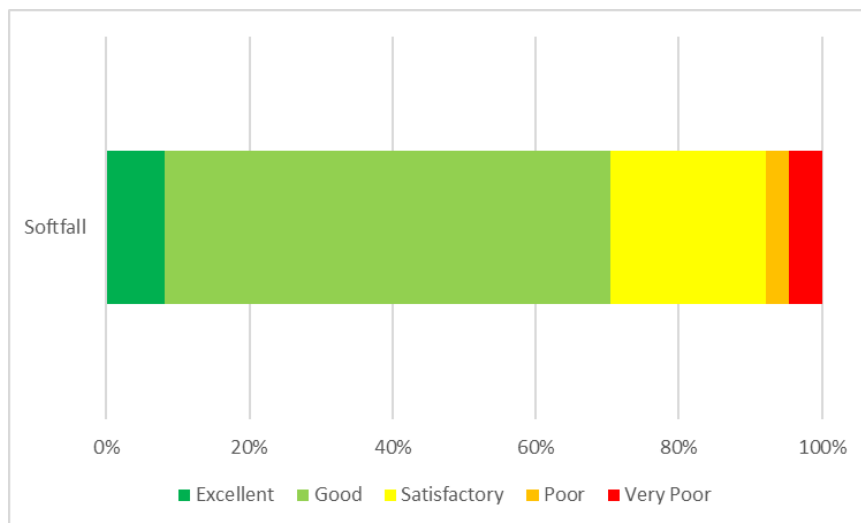
Asset Category	Water Tank
Number of Water Tanks	42
Maintenance Activities	Annually – Inspection Addressed in the irrigation system section.
Renewals	Water Tanks are often renewed at the same time as an irrigation system, especially if a system requires additional storage capacity.



6.5.36 Softfall

Softfall surfaces are present in many of Council's 252 playgrounds. to provide a safe and enjoyable experience when engaging in physical activity. Softfall is made up of varying materials, however, overall has a short lifecycle of 10 years. Consequently, Council has taken a component approach and separated the softfall from the playgrounds when maintaining and renewing softfall assets.

Asset Category	Softfall
Number of Softfall Areas	125
Area (sqm)	21,586
Maintenance Activities	<p>Weekly – Inspection (Regional) Internal Inspections to identify any visible faults in the surface</p> <p>Monthly – Inspection (District) Internal Inspections to identify any visible faults in surface</p> <p>Quarterly – Internal Inspection (Neighbourhood) Quarterly – Internal Inspection (Local)</p> <p>Triennial – External Audit The audit evaluates whether the softball surface complies with Australian Playground Safety Standards and assess the condition. A list of maintenance activities with timeframes will be provided to Council to ensure compliance with Australian Standards. As required – Reactive Maintenance</p> <p>Notifications from community about damaged Softfall surfaces Council has two staff dedicated to maintaining the playgrounds who undertake maintenance on our high usage playgrounds on a weekly basis which includes the Softfall</p>
Renewals	Renewal or replacement of softfall surfaces are based on condition as a result of regular inspections and the triennial audit.





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Stormwater Asset Management Plan 2024



Document Control			
		TRIM REFERENCE NO.	2024/168625
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		Next Review Due Date	30 June 2025

Action	Responsible Officer/s
Prepared by	Team Leader, Stormwater Operations & Planning
Reviewed by Asset Managers and Finance	Manager, Stormwater & Floodplain Engineering Team Leader, Financial Planning & Assets Manager, Asset Strategy & Planning
Reviewed by Asset Owner	Executive Manager Environment & Climate Change
Reviewed by Finance	Executive Manager Financial Planning & Systems
Reviewed by Asset Director	Director Environment & Sustainability
Approved by	Strategic Asset Management Panel (SAMP)

Rev No.	Date	Changes	Author/Approver
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1. LIFECYCLE MANAGEMENT PLAN

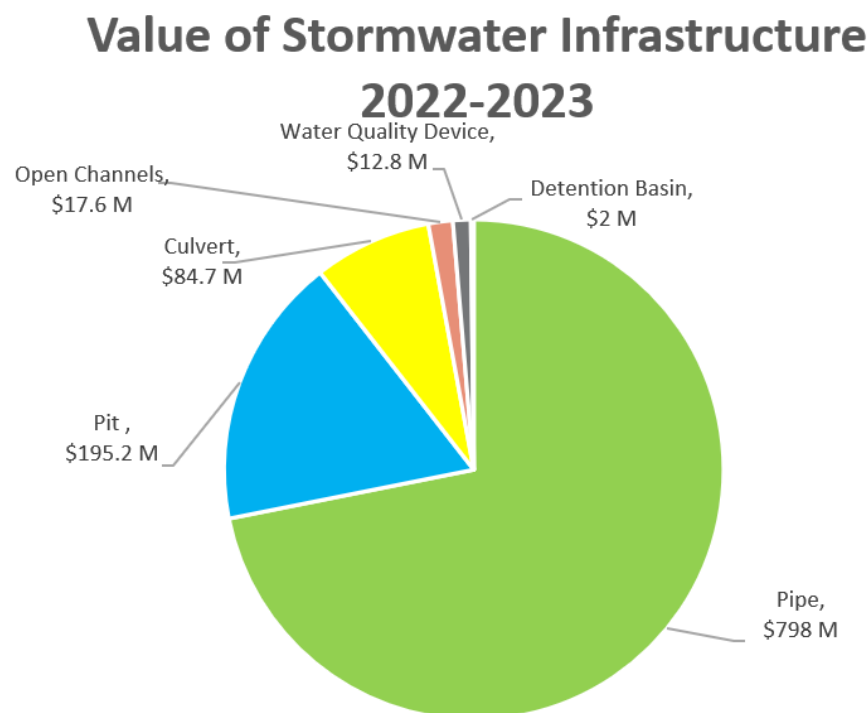
1.1 Stormwater Assets Overview

The assets covered in this Stormwater Asset Management Plan include the stormwater assets shown in Table 1. Further details on these assets are in Section 1.6.

Table 1 Stormwater Infrastructure Assets

Asset Category	Physical Parameters	Dimensions
Pipes	25,010	592 km
Pits	27,722	-
Culverts	778	13 km
Open Channels	546	32 km
Detention Basins	1	-
Water Quality Devices	257	-

Figure 1 Gross Replacement Cost of Stormwater Infrastructure Assets



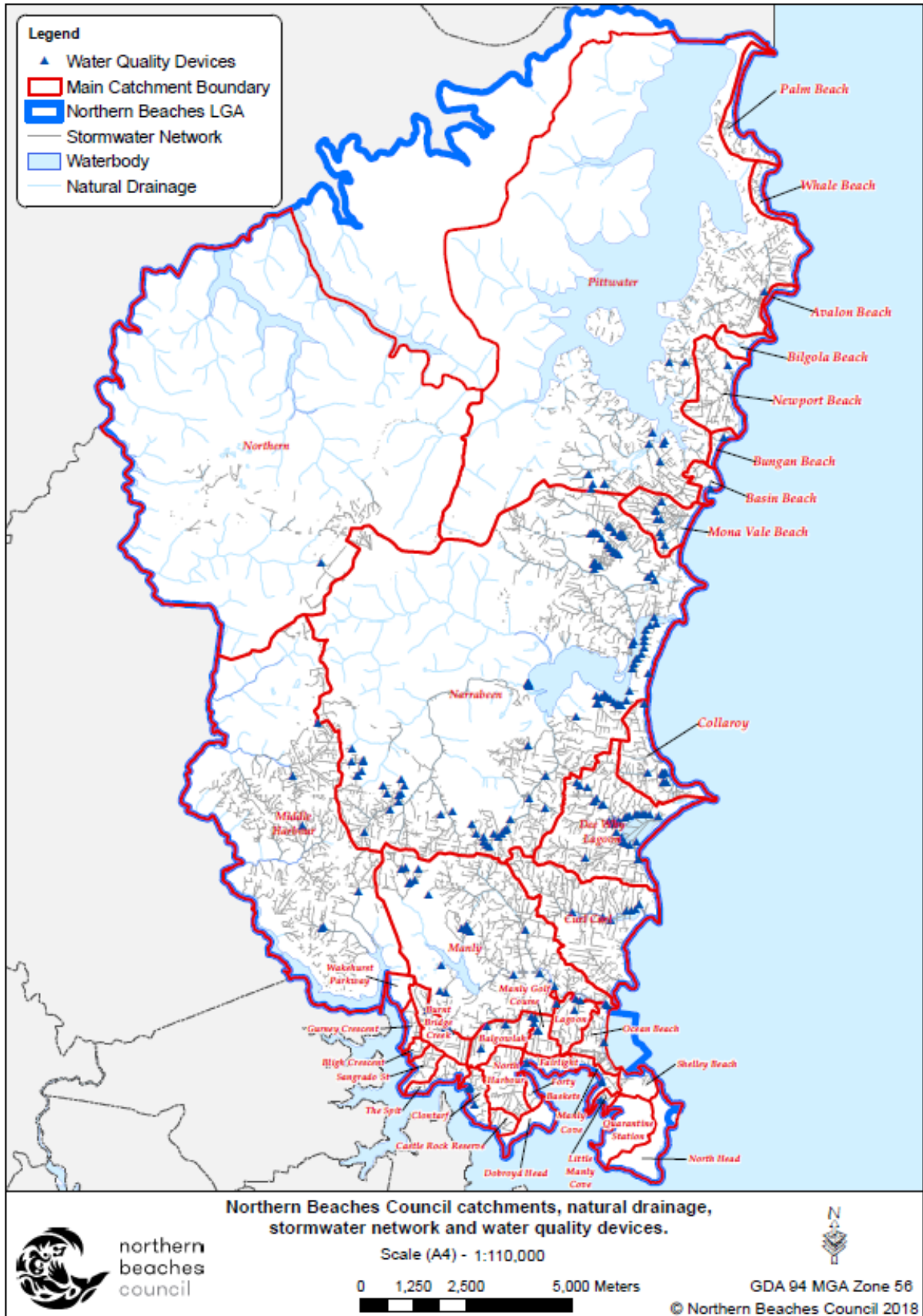
Northern Beaches Council's Environment and Climate Change Business Unit manages public stormwater assets which includes both built and natural assets. Council's stormwater infrastructure consists of pipes, pits, culverts, open channels, detention basins and water quality devices, totalling over \$1 billion of assets as shown in Figure 1.

1.2 Stormwater Catchments

Council's stormwater drainage infrastructure covers over 38 catchments. 19 of these sub-catchments drain to 5 coastal lagoons with the remainder draining directly onto the beaches or into Pittwater Estuary, Broken Bay, Middle Harbour or Sydney Harbour. These catchments and extent of drainage infrastructure are shown on Figure 2 below.

The sizes of these catchments vary considerably. For example, the largest catchment is Pittwater with an area of 6295 ha and the smallest catchments are Bligh Crescent and Little Manly Cove which both have an area of 18 ha. However, the extent of stormwater infrastructure within a catchment is not necessarily proportional to its size. For example, the Northern catchment is one of the larger catchments, but it contains very little built stormwater infrastructure due to its low level of development.

Figure 2 Northern Beaches Council Stormwater Catchments

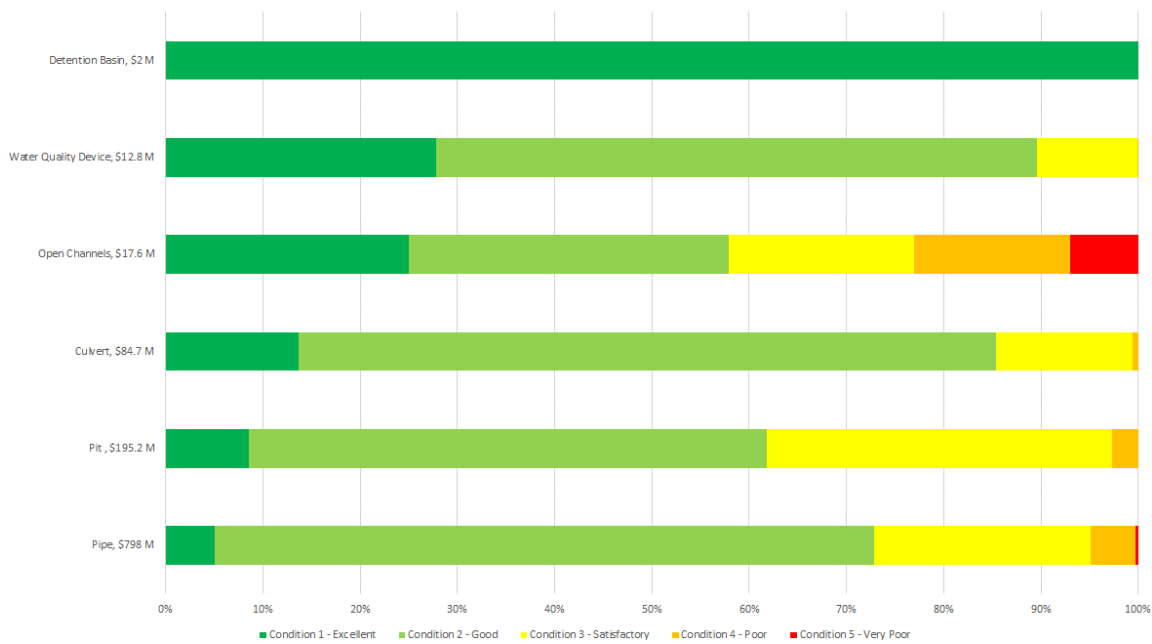


1.3 Asset Condition

Condition assessments are technical inspections carried out to evaluate the physical state of our infrastructure assets. The condition data helps inform both our maintenance and long-term planning of our assets' renewal needs.

Our condition methodology is outlined in Section 1.8. We have adopted an advanced asset management approach, using a 1-10 rating system for assessing the 'Technical Condition' of our assets, which aligns to the NSW Office of Local Government's (OLG) *Report of Infrastructure Assets* 1-5 condition rating scale (as shown in Section 1.8). Figure 3 shows the condition of council's stormwater assets as of 30 June 2023.

Figure 3 Condition of NBC Stormwater Assets
Condition of Stormwater Infrastructure
2022-2023



1.4 Stormwater Condition Data

Approximately 26% of the stormwater pipes network has a known condition rating, that has been inspected in the field. For the purpose of the OLGs *Report of Infrastructure Assets*, all assets must have a condition rating. Where the condition is unknown, condition rating 2 is used because the lower rated 'poor' condition assets often display obvious characteristics that make them noticeable, for example they can have an indirect impact on other assets such as high moisture content in road pavement. Future improvements include using the 26% observed pipe condition data to reassess the current condition distribution across the network.

There are still known deficiencies in the stormwater asset data across the Northern Beaches, which affects the confidence level of this asset class. Data deficiencies include condition of underground pipes, exact locations of pipes / pits etc. The extent of deficiency varies from catchment to catchment and is particularly apparent in the older catchments. Where on-site validation has not yet occurred for specific stormwater assets, spatial alignment based on aerial photography has been used where appropriate. Table 2 estimates the confidence of the data across the stormwater assets.

Because these assets are underground, and exact alignment is not visible through aerial mapping or field inspections, the collection of this data is expensive and time consuming. Council has an ongoing data collection and verification program to improving the quality of the stormwater asset data, based on asset criticality and has an annual allocation of funding to enable this.

Table 2 Stormwater Asset Data Confidence

Asset type	Attributes	Data confidence / field validation
Pipes	Spatial, attributes and condition	26%
Pits	Spatial, attributes and condition	18%
Culverts	Spatial, attributes and condition	53%
Open Channels	Spatial, attributes and condition	3%
Detention Basins	Spatial, attributes and condition	100%
Water Quality Devices	Spatial, attributes and condition	54%

1.5 Asset Capacity and Performance

Our Condition Assessment tools and practices are building from our core level of condition assessment to an advanced level of Asset Management, and will incorporate asset function and capacity reporting capability, as described in our asset improvement action plan. These attributes respectively assess an asset's ability to cater for the level of use it is subjected to and an asset's compliance with Australian standards and construction requirements. We are adopting a staged implementation for incorporating these into our asset inspection and monitoring processes.

Asset capacity and performance of the stormwater network is determined and evaluated in various ways. Some of the flood studies carried out at a catchment level have determined the flows through the piped network system and also the overland flows where the network does not have the capacity to contain these flows. To date, only a limited number of these flood and overland flow studies have included the pipe network.

Council has a reactive stormwater renewal program which deals with stormwater related customer requests, commonly localised flooding issues. These issues are investigated, assessed, prioritised and any remedial works carried out on a priority basis. The remedial works often involve investigations into the capacity of the local network.

The above-mentioned asset capacity and performance data is currently stored in either Council's document management system (TRIM) or contained in models. Future improvements include storing these data against the assets in the asset register.

1.6 Acquisition and New Assets

New assets are those that did not previously exist, or works have resulted in an upgrade or improvement to an existing asset beyond its existing capacity and/or function. New and amplified stormwater assets are required to meet the community's expected levels of service.

Increasing Council's stormwater infrastructure portfolio results in an increase in operational and maintenance requirements, which if unfunded, may result in a reduction in service levels or lead to an operational and maintenance budget shortfall.

New assets can arise through:

- Construction works funded through Council as per the adopted Delivery Program, funded through Council funds, grants, developer contributions, sale of assets/land,
- Construction of infrastructure gifted to Council from developers,
- Infrastructure gifted to Council from other bodies, such as the State Government,
- Recommendations from Flood Risk Management Studies and Plans (FRMS&P),
- Growth and land development which generally results in assets being gifted to Council at no initial acquisition cost,
- Environmental needs,
- Climate change – increasing intensity and frequency of rainfall events,
- Localised flood mitigation work driven by customer requests, and
- Plans of Management for parks and reserves, which may authorise additional playing fields, hard surfaces, buildings etc.

Whilst increases in population are a major driver for new assets in most other asset classes, this growth for new stormwater assets is generally developer-based and not purely population increase.

A prioritisation process for selecting new and amplification stormwater projects is utilised to assess risk, benefit / cost and prioritise any proposed new works.

Our LTFP Funded 10-year capital new works program is shown in Table 3 below. Details of this program can be found in Section 6.3 Capital New - Long Term Financial Plan. Table 3 Capital New Program – Stormwater Assets (\$000)

Table 3 Capital New Program - Stormwater Assets

	Delivery Program				LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
TOTAL	4,955	1,942	1,930	1,917	2,654	2,642	2,680	2,268	2,456	2,594

1.6.1 New Asset Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources including community requests, Council resolutions, proposals identified by strategic plans, which are developed in conjunction with Councillors, community, and other organisations where necessary.

Candidate proposals are inspected to verify need and to develop a preliminary cost estimate. Verified proposals are ranked by priority using criteria specific to the asset class from individual strategic plans and available funds and scheduled in future works programmes.

Potential projects submitted by residents and other stakeholders are considered in the context of our strategic plans and assessed and prioritised using the same process.

In addition, Council’s internal [Capital Works Project Management Methodology \(CapexPMM\)](#) process is referenced for new works. A project to enhance the current prioritisation process and create a balanced prioritisation matrix is currently underway. The current process will be updated once the new methodology is adopted which is expected to be completed during FY24/25.

1.6.2 Standards and Specifications

The design and construction of new assets is undertaken in accordance with [Council's Development Specification Series for Design and Construction \(AUS-SPEC 1\)](#) (TRIM: 2024/192029) and [Northern Beaches Council's Standard Drawings](#) (TRIM: 2021/307790).

Development applications for land containing stormwater assets or land subject to flood-related development controls may be required to carry out local flood/overland flow studies to ensure the proposals are designed in accordance with Council’s requirements. These requirements include freeboard for habitable floors above the 1% AEP (Annual Exceedance Probability) flood level and potential stormwater system diversions and/or upgrades to meet current design level of service standards. Once the works are complete, supporting documentation including Works as Executed plans, CCTV surveys and engineering certification are required to ensure the works have been constructed in accordance with Council’s specifications and to update Council’s records.

1.7 Stormwater Asset Categories

The stormwater assets covered by this plan are summarised in Table 4 below.

Table 4 Stormwater Asset Summary

Asset Category	Number of Assets	Total Length
Pipes	25,010	592 km
Pits	27,722	N/A
Culverts	778	13 km
Open channels	546	32 km
Detention basins	1	N/A
Water Quality Devices	257	N/A
Totals	54,314	

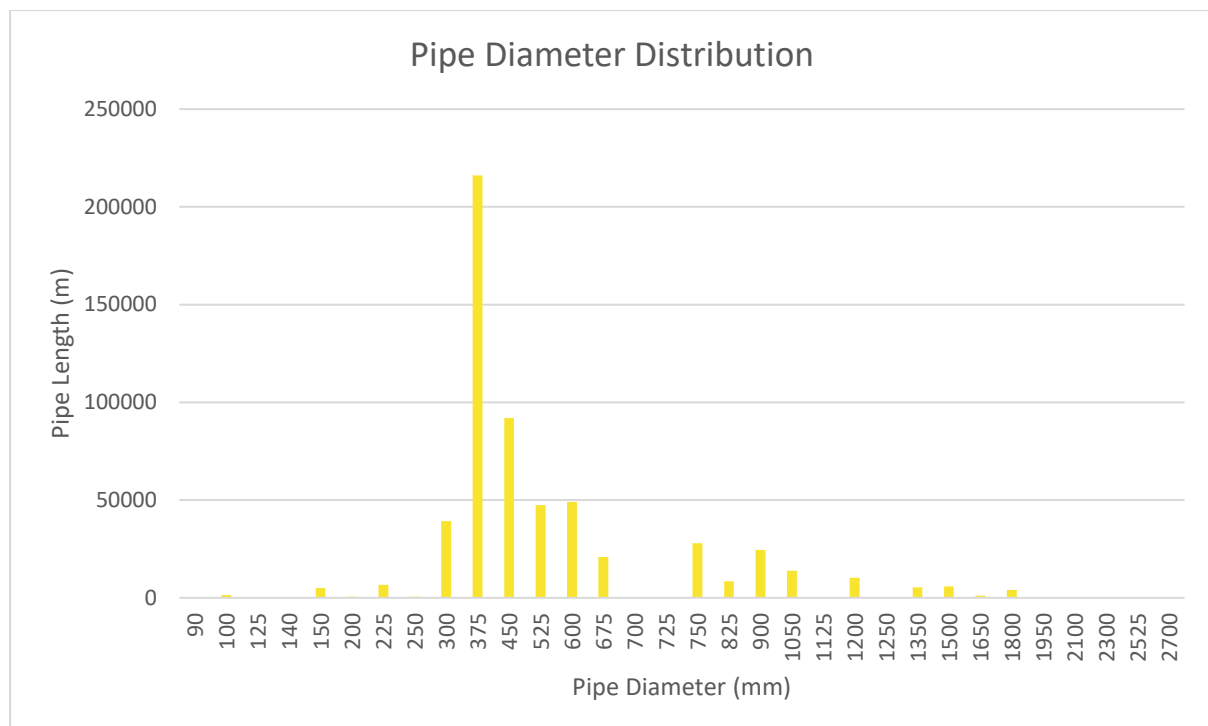
1.7.1 Stormwater Pipes

There are 592 kms of stormwater pipes which account for approximately 72% of the total stormwater asset value.

Most of the piped network is constructed from reinforced concrete and a large percentage of all pipes are 375mm in diameter as shown in Figure 4.

The large majority of Council's pipes were installed in the 1950's and 1960's and pipe installation dates have historically been derived from the original subdivision plans. However, all pipes installed in the last 5 years have had their construction dates taken from up-to-date 'work-as-executed' plans and captured in Council's Technology One asset management system.

Figure 4 Pipe Diameter Distribution



1.7.2 Stormwater Pits

There are 27,722 stormwater pits and almost all of Council's pits are installed in conjunction with stormwater pipelines. As such, most were constructed in the 1950s and 1960s and therefore have a similar general age profile as the pipe network shown above. Most pits are concrete and are either precast or cast in-situ.

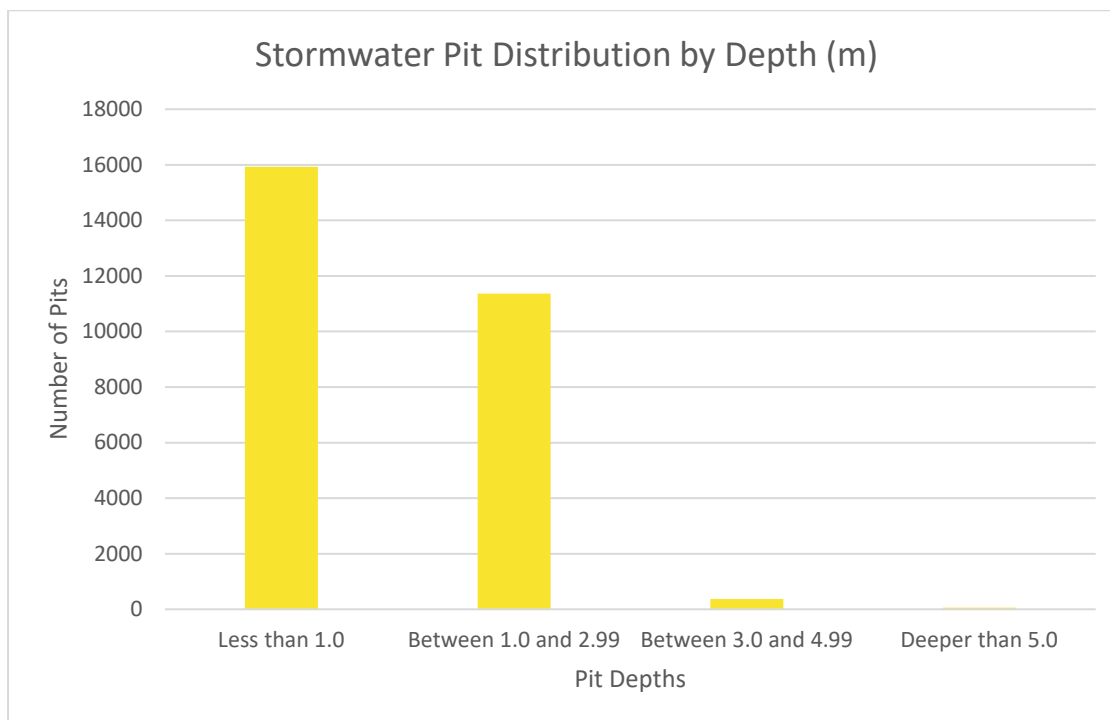
All pits are covered with either solid lids or grates. Pits covered with solid lids are usually installed:

- at changes in pipe direction
- at changes in pipe diameter
- to provide access for cleaning.

Although grated pits also perform these functions, their primary purpose is to collect and divert surface stormwater runoff into the underground pipe network.

Stormwater pits vary in depth according to the depth of the pipeline served by those pits, with pit depth impacting replacement cost and ease of access to undertake maintenance activities. Figure 5 below outlines the pit distribution by depth ranges.

Figure 5 Stormwater Pit Distribution



1.7.3 Culverts

There are 13 kms of culverts, with most of Council's culverts being box type culverts. A box culvert is a rectangular-shaped, reinforced concrete drainage structure either cast in place or precast in sections. Most of the culverts range in size from 0.3 x 0.1m to 8.0 x 2.0m. Approximately 5% of these box culverts contain detailed construction date information.

1.7.4 Open Stormwater Channels

There are 32km of constructed open channel stormwater assets including the following asset types: artificial open channels, concrete lined channels, earth lined channels, and open drains. Approximately 50% of these assets have construction date information.

1.7.5 Water Quality Devices (WQDs)

There are 257 WQD. These devices vary in styles and sizes and include those that have been designed and installed by Council as well as those installed by Developers and handed over to Council's care and control. These WQD's reduce the amount of pollutants entering our waterways and beaches. These devices range from hard engineered small scale pit litter traps to sediment basins with trash screens and soft engineered bioretention systems and wetlands. WQD's act as a buffer between the built stormwater infrastructure and the natural waterway environments.

The WQDs are separated in the asset register into the above asset types, based on functions they perform, device attributes and maintenance treatments. These devices range in function from screening trash such as bottles and litter to capturing suspended sediment in basins to enhancing water quality through sand and bio-filtration.

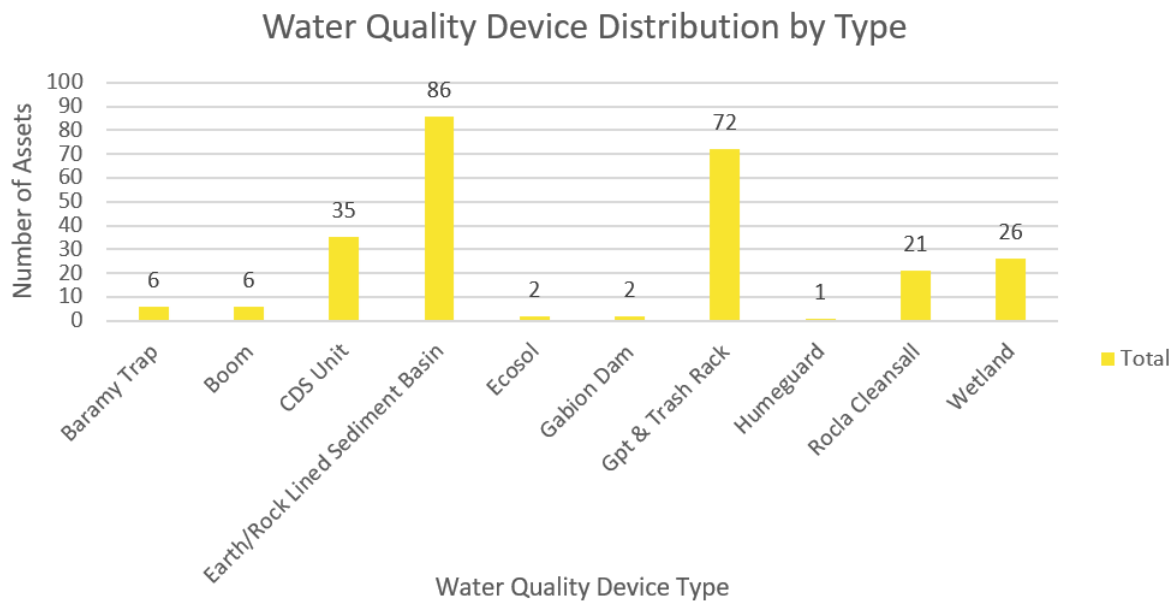
The distribution of WQDs by Type is shown in Figure 6.

The majority of these devices were constructed in the 1970's and 1990's. There are still a number of WQDs that have not historically had the construction dates recorded in the register.

The devices constructed in the 1970s are predominantly end of pipe earth sediment basins for which the construction dates were derived from the pipe installation dates.

The devices constructed in the 1990's are generally formalised concrete basins with trash racks. The construction of new WQDs is mainly driven by development and its proximity to and classification of the receiving environment.

Figure 6 Water Quality Device Distribution by Type



1.7.6 Coastal and Harbour Outfall Structures

There are 417 outlets that discharge to the coasts and estuaries within the LGA. This includes all beaches, as well as estuaries such as Middle Harbour, Pittwater, Broken Bay, Manly Lagoon, Curl Curl lagoon, Dee Why Lagoon and Narrabeen Lagoon.

There are 51 stormwater outlets that discharge directly to the surf beaches along the Eastern coastline. These outlets include assets identified as high risk surf-zone outlets that extend into the water and are predominantly immersed by water intertidal outlets that extend to the beach area that are intermittently submerged with water during high tide and exposed during low tide and back-of-beach outlets that discharge at the back of the beach, seawall, or dunes.

A risk assessment looking at safety in particular for beach users has been undertaken on beach outlets throughout the LGA. The main recommendation from this assessment was to install a combination of outlet screens and non-return valves to prevent unauthorised access into the systems and also to reduce the likelihood of blockages from sand ingress. The outlets included in this assessment have now all been fitted with the recommended treatments. It is planned to extend this assessment to all coastal outlets in the Northern Beaches area.

1.7.7 Natural Stormwater Assets

Council also manages natural stormwater assets such as creeks, lagoons, wetlands and estuaries that are located throughout the LGA which are fundamentally connected to the stormwater system. Stormwater runoff drains from houses and roads into the lagoons and the ocean via creeks and tributaries.

Conditions of the creeks vary from a near natural condition, to highly modified and are directly linked to the level of development within the catchment and stormwater runoff generated from hard surfaces.

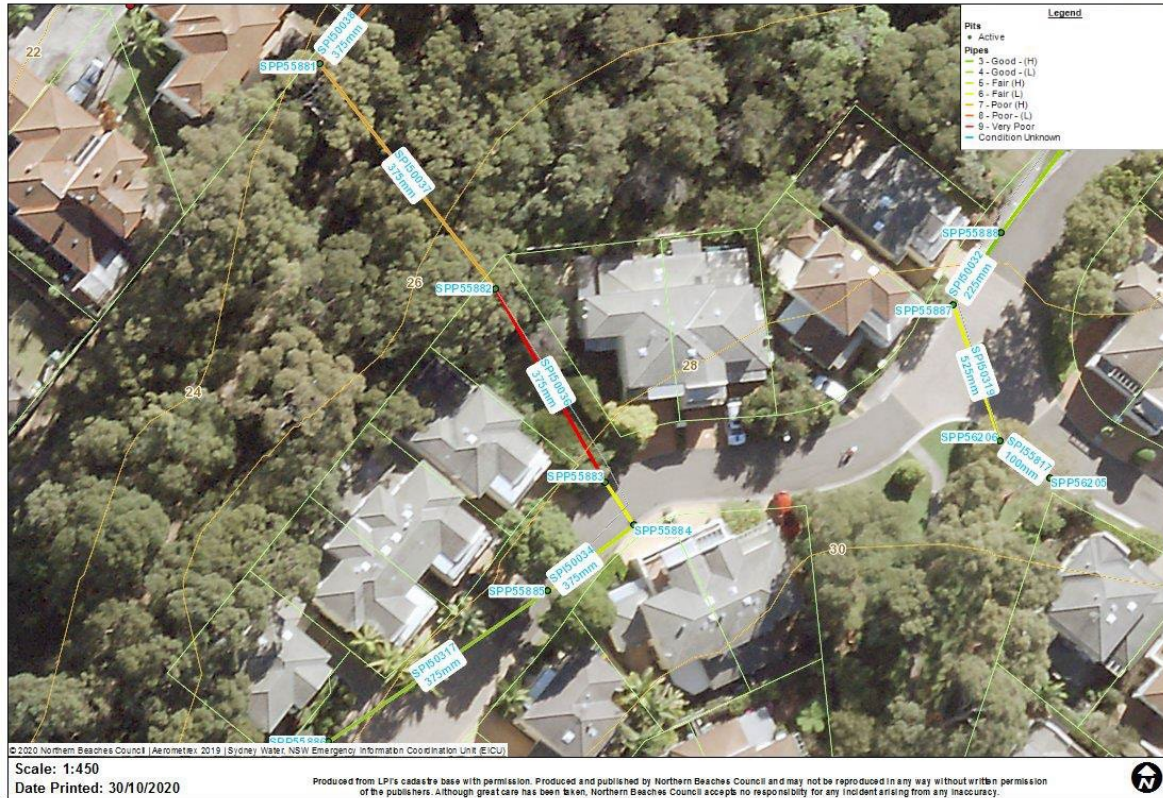
In most catchments, development has resulted in:

- Changes to creek flows, including increased flood frequencies and artificial barriers to flow such as weirs/culverts;
- Increased sediment loads, bed and bank erosion;
- A decline in water quality including increased nutrient, toxicant, sediment and litter; and
- Weed invasion in and around the creeks.

1.8 Stormwater Asset Condition – GIS

Council spatially maps pipelines and culverts in accordance with the assets' Technical Condition Rating within Council's GIS system – SEA. Figure 7 below provides a screenshot of SEA showing various assets and their condition rating.

Figure 7 Council's GIS system – SEA



1.8.1 Asset Register Verification and Condition Data

Approximately 26% of the stormwater pipe network has been assessed in the field to determine a condition rating, as shown in the Table 5 below.

Table 5 Stormwater Infrastructure Assets

Asset type	Attributes	Data confidence/field validation
Pipes	Spatial, attributes and condition	35%
Pits	Spatial, attributes and condition	18%
Culverts	Spatial, attributes and condition	53%
Open Channels	Spatial, attributes and condition	3%
Detention Basins	Spatial, attributes and condition	100%
Water Quality Devices	Spatial, attributes and condition	54%

Condition surveys are currently carried out in accordance with Council's:

- Asset Management Strategy 2022-32; and
- [Stormwater Asset Condition Rating Manual](#) (Appendix 6.2.12). Varying methods have been used to determine condition as follows:
 - Closed Circuit Television (CCTV) camera inspections and engineering review. This involves a complete internal recorded video survey of the pipeline and allows the most comprehensive assessment;

- Quickview camera inspections and engineering review. This involves a still camera with a high powered zoom which provides a reasonably good indicative assessment of condition; although it has some limitations due to illumination restrictions or pipe bends etc.;
- Visual inspection by Surveyor or maintenance staff. This method will provide an indicative assessment only and assumes uniform condition through the entire conduit length based on what can be seen in the first observable section of the conduit; or
- Provision of 'Works-as-executed' drawings of new works.

1.8.2 Asset Register Verification and Condition Data – Current Position

Table 6 outlines current activities and recently completed actions undertaken to verify the consolidated asset register and further assess condition information.

Table 6 Asset Register Verification and Condition Data

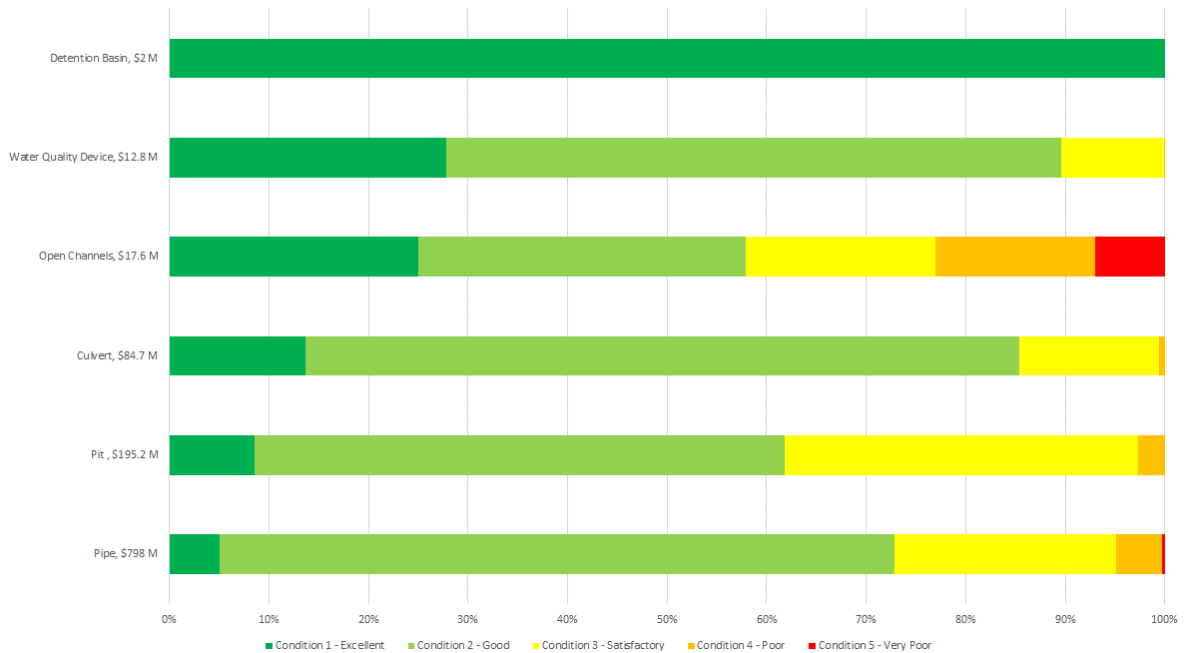
<p>➤ Desktop aerial photo validation - using Council's Geospatial Information System (GIS) - SEA, spatial corrections are carried out when assessing the stormwater GIS layer against the stormwater assets that are visible in the aerial photos. These changes are then validated in the field.</p>
<p>➤ CCTV program - Council currently has two programmes running for CCTV inspections: Reactive and Planned. The reactive program uses CCTV pipe inspections to investigate problem areas that have been identified through customer requests. This involves going to site and carrying out CCTV surveys of the local drainage network to assess any blockages and pipe condition. This survey footage is then linked to the relevant assets in the asset register and condition assessed.</p> <p>The planned program targets areas where:</p> <ul style="list-style-type: none"> ○ There might be limited information ○ Some assets in the catchment might be in poor condition ○ Future works or growth might be planned for the area or ○ Just representative sampling. <p>As per the reactive program, the CCTV surveys are linked to the asset in the asset register which is also linked to GIS and is condition assessed and updated spatially if required.</p>
<p>➤ Asset data collection surveys - where it is determined that asset information is missing from the asset registers, Council engages registered surveyors to survey these assets to confirm the spatial location, attributes and condition. This information is assessed and the register updated as required.</p>
<p>➤ Council's Transport and Civil Infrastructure team have recently carried out a condition assessment of large culverts under roads in the LGA. Condition information will be updated annually in the stormwater asset register and assist with forward works planning.</p>
<p>➤ Spatial survey confirmation and pre and post construction dilapidation CCTV surveys of Council's pipelines are required as a condition of consent for properties where the proposed activity may impact on Council's stormwater assets. This information is reviewed to ensure that no damage occurs to this infrastructure during the works and the asset register can be validated against this data.</p>

- **Renewal projects - during the renewal process, assets are surveyed, condition assessed before and after renewal activities and this information is updated in the asset register - e.g. SPI06951**
- **Water Quality Device audit - Council recently carried out an audit of many of its water quality device to assess attributes, function and condition.**
- **Surveys of the stormwater network within several catchments have been undertaken to collect asset information which will support Flood Study and Plan development and validate the asset register.**
- **Works As Executed data - all new drainage works whether private development or Council, are required to provide a WAE attribute spreadsheet, AutoCAD file and CCTV survey outlining the completed works. This information is then updated in the asset register.**
- **Ongoing asset data collection programs include topographical surveys, CCTV surveys and Quickview camera inspections.**

1.8.3 Reporting Asset Condition to the Office of Local Government

Council is required to prepare a report for the Office of Local Government (OLG) which outlines the condition of public works (asset condition). The condition criterion consists of a 1 – 5 condition rating. 1 = Excellent and 5 = Very Poor.

Figure 8 Condition of Stormwater Infrastructure 2022-23
Condition of Stormwater Infrastructure
2022-2023



Where the condition has not been validated through site inspection or CCTV condition rating, condition rating 2 is used because the lower rated 'poor' condition assets often display obvious characteristics that make them noticed. Future improvements include using the 26% observed stormwater pipe condition data to reassess the current condition distribution across the network.

Council is continually looking to improve its knowledge about asset location, attributes and condition. This program to capture this data in the field and update Council's records as appropriate has been highlighted as a current funding gap.

Our Technical Condition is mapped to the OLG Special Schedule Condition as shown in the table below.

Stormwater Condition Rating (1-10)	Technical Condition Rating (1-10)	Special Schedule Condition Rating (1-5)
1 - New	1 - Very Good (H)	1
2 - Excellent	2 - Very Good (L)	
3 - Good - High	3 - Good (H)	2
4 - Good - Medium	4 - Good (L)	
5 - Good - Low	5 - Fair (H)	3
6 - Average - High	6 - Fair (L)	
7 - Average - Low	7 - Poor (H)	4
8 - Poor	8 - Poor (L)	
9 - Very Poor	9 - Very Poor	5
10 - Failed	10 - Failed	

1.9 Operational Activities

Operational activities are recurrent activities that are continuously required to provide services. These activities are required for the asset to perform its function effectively, but do not materially affect the consumption and subsequent condition of a particular asset.

The following activities are considered operational:

- Asset data collection (surveying of pits and pipes to collect location and attribute information),
- Cleaning of stormwater assets,
- CCTV condition monitoring,
- Floodplain risk management studies,
- Lagoon entrance management,
- Water-cycle management,
- Systems improvements, and
- Staff resourcing related to the above.

These activities are generally funded through Council's operational budgets.

1.10 Maintenance Activities

Maintenance activities are actions for retaining the asset as near as practicable to an appropriate service condition including regular on-going day-to-day work necessary to keep assets operating. These activities are not intended to improve the condition of the asset but maintain it from degrading or deteriorating to a condition where it will no longer operate as designed. Maintenance activities can be routine or planned (i.e. undertaken at regular frequencies) or reactive (i.e. in response to an event or issue).

Our programmed and reactive stormwater maintenance activities are predominantly carried out by crews in the Transport and Civil Infrastructure business unit. Activities include cleaning pits and pipes, open channels, drop-hole repairs, pit and pipe repairs and responses to flooding. In addition, panel contractors are also used to carry out specialist high pressure cleaning and vacuuming of pipelines.

1.10.1 Routine Maintenance

Routine maintenance is regular planned work that is identified and managed through our maintenance systems and processes (i.e. planned maintenance schedules). Routine maintenance activities include:

- Cleaning pits, pipes and open channels,
- High pressure cleaning and vacuuming of pipelines,
- Inspections of problem pits, headwalls and culverts.

Following inspections or routine maintenance activities, further works may be required. Such tasks are added to the programmed maintenance schedule or the asset renewal program if required.

1.10.2 Reactive Maintenance

Reactive maintenance is unplanned work carried out in response to a failure or issue with the asset. Customers are able to submit service requests through our Customer Request Management (CRM) system, via our website or through our Customer Service Centres. Staff are also able to report issues through CRMs.

The stormwater maintenance program is managed using Council's Works and Assets system. Schedules and tasks have varying frequencies based on risk and field reports from the works crew and are set up in the Works and Assets register. The programmed maintenance schedules are run on a monthly projection to determine the required works.

Reactive maintenance activities include:

- Drop-hole repairs
- Pit and pipe repairs
- Maintenance responses to flooding events

Customer requests are prioritised based on risk and added to the reactive maintenance program and actioned within timeframes set out in Council's Service Levels (Appendix 6). Operations and Maintenance Budget

Our operations and maintenance activities are funded through Council's operational budgets. Historically, stormwater maintenance budgets were derived from the Long Term Financial Plan (LTFP) maintenance expense projections. Approximately 0.5% of new asset stormwater additions are added to future years maintenance budgets, on top of indexation based on Construction Cost Index (CCI) and salary increases.

Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AMP and service risks considered in the Infrastructure Risk Management Plan.

Table 7 below shows the breakdown of maintenance expenditure by Asset Category.

Table 7 Actual Maintenance Expenditure per Stormwater Asset Category

Asset Category	2022/23 Maintenance
Pipe	\$ 828,872
Pit	\$ 1,204,880
Water Quality Device	\$ 954,298
Open	\$ 252,802
Culvert	\$ 3,486
Total	\$ 3,244,339

Appendix A of the OLG special schedules Local Government Code of accounting states that the following activities are examples of stormwater drainage maintenance and operational activities:

- CCTV, pipe blockage cleaning and associated disposal costs
- pipe repair
- tree root removal
- relining (which does not extend useful life)
- repair pits and lids
- clear/repair gross pollutant traps (GPTs)
- rain garden soil cleaning
- rain garden plant maintenance
- flood control device maintenance
- traffic control
- management of new connections.

The required annual maintenance for the AMP is derived from the technical condition of the assets. In the asset register, all stormwater assets have a technical condition. Council has collected accurate condition data from CCTV footage for approximately 26% of all pipes and 18% inspection data of all pits. For assets without CCTV inspections, the technical condition has been assumed to be SS7 condition 2 (Good) for reporting and calculation purposes.

As shown in the formula below, Gross Replacement Cost (GRC) is multiplied by a maintenance percentage based on the assets technical condition. A 'required' maintenance percentage correlating to the technical condition of stormwater infrastructure has been developed from a scale of 1 – 10 as shown below in Table 8. The required maintenance of the stormwater asset register is summed to estimate the annual required maintenance for stormwater infrastructure.

$$\text{Required Annual Maintenance} = \sum \text{GRC} \times \text{Maintenance based on Technical Condition}$$

This methodology was implemented by the Strategic Asset Management Steering Committee across all asset groups in July 2017, and is currently used in financial reporting. This is a more thorough approach than calculating required maintenance as a percentage of GRC as it accounts for the condition of each asset. Assets in a poor condition generally require more maintenance than newer assets to keep them operating as required. This required maintenance generally falls within Northern Beaches Council and other council benchmarks as discussed in Appendix 6.2.27.

Table 8 Stormwater Condition Mapping

Technical Condition	Description	Maintenance (% of GRC)
1	Excellent (H)	0.10%
2	Excellent (L)	0.10%
3	Good (H)	0.15%
4	Good (L)	0.30%
5	Average (H)	0.50%
6	Average (L)	1.00%
7	Poor (H)	2.00%
8	Poor (L)	3.00%
9	Very Poor	10.00%
10*	Failed	0.00%

* A condition 10 asset has failed, as such requires renewal/amplification.

The International Infrastructure Management Manual defines Lifecycle Cost Analysis as “any technique which allows assessment of a given solution, or choice from among alternative solutions, on the basis of all relevant economic consequences over the service life of the asset”.

The Local Government and Municipal Knowledge Base - Lifecycle Cost Analysis, outlines that 0.10 – 0.40% of the capital cost of the asset is a typical range that can be used to determine the required annual maintenance for drainage. Based on historical maintenance records (i.e. tasks), Council currently expends approximately 0.29% of the stormwater asset capital cost on maintenance, with a required maintenance of approximately 0.38% of the GRC. Based on this analysis, our required maintenance figure is generally within the benchmark range for most maintenance activities. Maintenance gaps are described in Section 5.

The proposed unfunded Enhanced Asset Inspection Program is to inspect and collect data for the priority assets from 74% of the network where their condition has been inferred based on other known datasets and comparison with similar assets or locations. Further details of the program can be found in Section 5. - Unfunded Programs.

This program, along with ongoing maintenance and operations expenditure from the Clear Waters new asset program, are not currently funded in the LTFP and funding would need to be confirmed.

1.11 Asset Renewal

Renewal work is major work which restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to its original service potential is considered an acquisition and will require additional future operational and maintenance costs.

Assets requiring renewal are identified through a criteria, further details in Section 1.11.1.

For the stormwater infrastructure assets, we have the following renewal programs:

- Planned renewals
- Reactive renewals
- Gross pollutant trap (GPT) renewals

Our 10-year LTFP Funded Capital Renewal works program is shown in Table 9 below. Details of this program can be found in Section 6.4 Capital Renewal - Long Term Financial Plan

Table 9 LTFP Funded Capital Renewal Program - Stormwater Assets (\$000)

	Delivery Program					LTFP				
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
TOTAL	5,167	7,105	7,431	7,615	7,798	7,985	8,177	8,381	8,591	8,805

1.11.1 Renewal Criteria

Renewal Program Preparation

The Planned Stormwater Renewal Program is developed from Council’s future works list for stormwater infrastructure which encompasses stormwater projects and assets identified for renewal based on asset data collection and condition assessment, customer and other stakeholder requests for drainage and flooding, and adopted flood risk management plans.

Risk assessments and rankings are undertaken for every project added to Council’s future works list for stormwater infrastructure. Risk rankings are determined using the following criteria (TRIM: 2014/166338), and are currently under review:

- Condition of the stormwater assets,
- Criticality – location of asset,
- Flooding impact; and
- Customer-initiated history.

Costs for possible solutions and treatment options are calculated to renew the asset, rectify the issue, or solve the problem.

A benefit-cost analysis is then completed for each project to quantitatively compare all projects on the future works lists in respect of the benefits of implementing the solution against the cost of implementing the solution.

Renewal Program Prioritisation

Each project on the future works list is prioritised based on their benefit-cost ratio. The Planned Stormwater Renewal Program delivers projects with the highest benefit-cost ratio and is phased across the 10-year period in-line with the adopted budget for the financial year.

Further work is required and identified as an improvement to prioritise asset renewal across asset classes.

1.11.2 Renewal Practices

Renewal works carried out include:

- Pipes: Where appropriate, pipeline renewal is undertaken through Cured-In-Place-Pipe (CIPP) relining which utilises non-destructive means to renew and extend the useful life of pipe assets. Where it is identified that major renewal is warranted, pipelines are designed and upgraded to current engineering standards which include exhuming and replacing the asset. The pipe will typically be amplified to cater for the 5% AEP storm flows which is the current standard in line with Council’s Water Management for Development Policy and industry best practice for underground stormwater conduit infrastructure such as pipes and culverts subject to feasibility.
- Water Quality Devices: WQDs that require major renewal are designed and upgraded to current standards to maximise stormwater pollution capture efficiency.

1.11.3 Infrastructure Backlog

As at 30 June 2023, infrastructure backlog for our Stormwater Infrastructure Assets is shown in Table 10 below as reported in the Annual Financial Statements, and shows an increasing level of backlog over the last four (4) financial years. The current backlog represents 47% of the total backlog for all Council infrastructure assets.

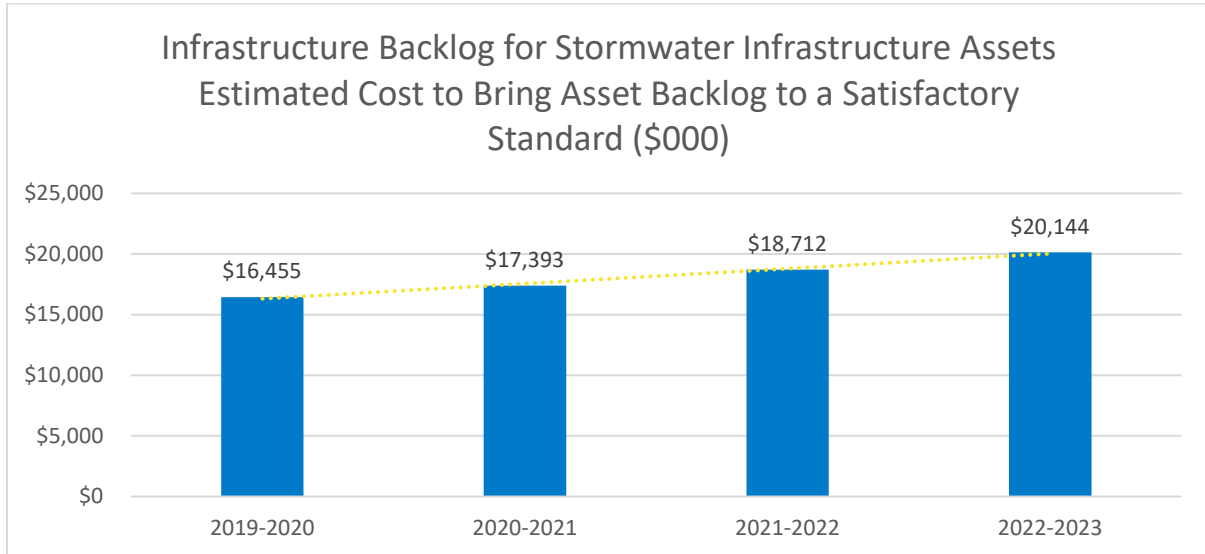
Table 10 Infrastructure Backlog for Stormwater Infrastructure Assets (\$000)

Financial Year	Infrastructure Backlog
2022-2023	\$20,144
2021-2022	\$18,712
2020-2021	\$17,939
2019-2020	\$16,445

The infrastructure backlog for stormwater assets currently equates to approximately 2.2% of the net carrying amount of the asset base.

The development of renewal programs aims to target assets in poor and very poor condition whilst balancing risk to determine the priority of undertaking renewal works. The level of funding may influence renewal priorities and strategies for assets in poor condition.

Figure 9 Estimated Cost to Bring to Satisfactory Standard (\$000)



Our Planned Stormwater Renewal Program budgets approximately \$75 million over the next 10 years for the renewal of stormwater infrastructure. Dedicated planned programs such as the Pipe Remediation Program and Planned Pit Reconstruction Program has been initiated across the 10-year period in order to prioritise the renewal of ageing / poor condition stormwater assets nearing their end of life.

Over the next 10 years, stormwater projects from Council's future works list have been included to the planned renewal program with all high-risk projects expected to be completed by 2032/33. A number of these projects are major works that require phasing across the 10-year period due to the large scale and high costs associated with works. Notably, the redesign of the Collaroy Ocean Outlet has been staged across non-consecutive years within the 10-year renewal program in order to permit the outlet relocation and infrastructure renewal works.

1.12 Asset Disposal

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. When stormwater infrastructure is disposed of due to reconstruction in a different location, the physical structures may either be abandoned and remain in the ground or be removed.

Where disposed assets such as pits and pipes are abandoned and left in the ground, they are usually capped off and grout filled to prevent ingress of surrounding soil and subsequent development of sink holes and possible risk to persons or property.

Once disposed assets have been identified through receipt of contractor's 'Works as Executed' information, the asset's status is updated in the asset register to either 'removed' or 'abandoned' and the disposal is accounted for in Council's financial records.

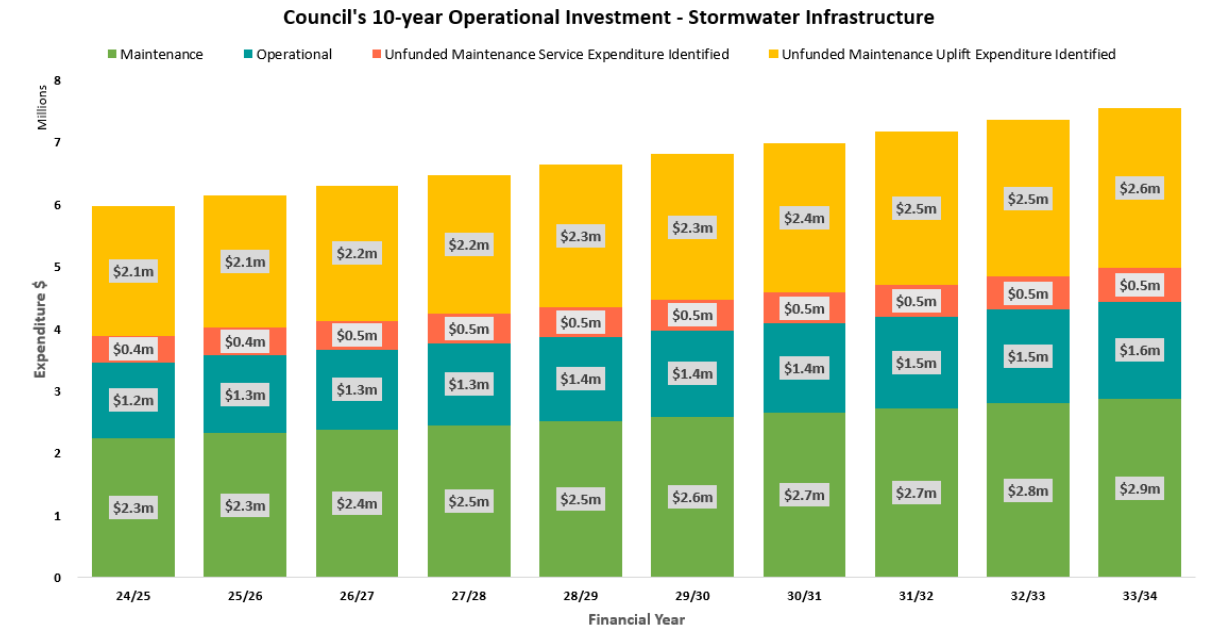
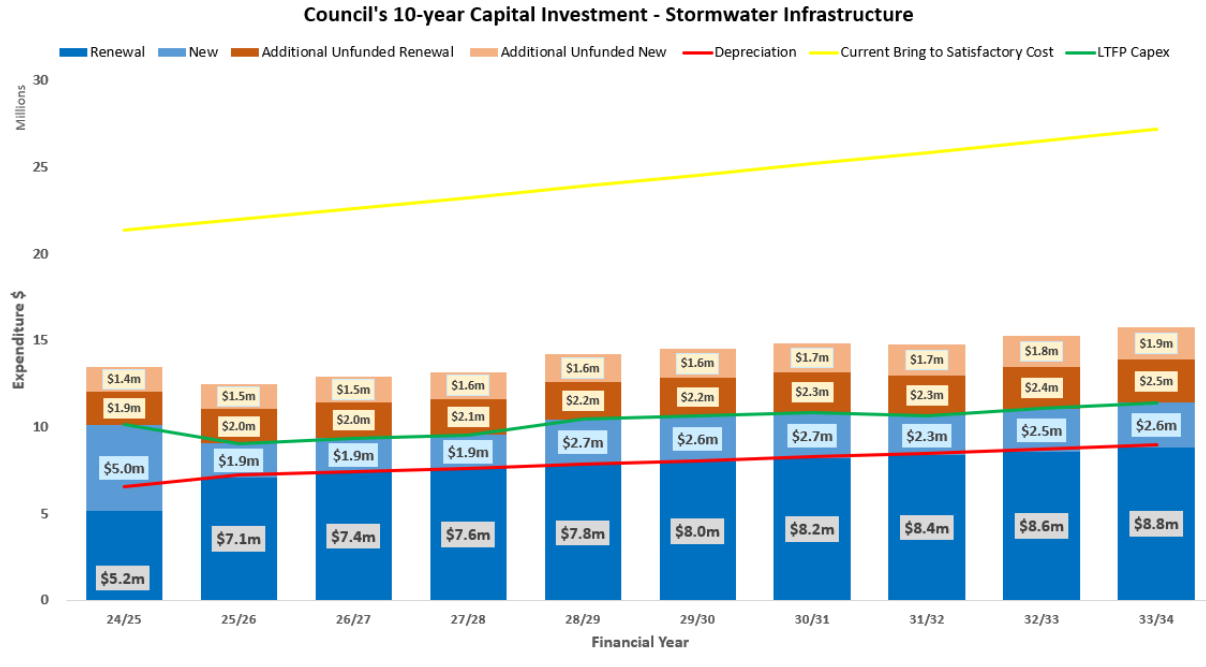
Such assets remain on the GIS system with appropriate symbology as a future reference to provide asset history and also to ensure that abandoned assets are not inadvertently re-commissioned.

The disposal of stormwater infrastructure generally results from private development or renewal / upgrade works and does not involve sale of those assets. Pipes and pits etc. that are physically removed have no resale value and incur a liability in the form of tipping fees, even if the concrete (usually) is recycled into aggregate.

1.13 Forecasted Lifecycle Costs

The various capital and operational programs presented above have been forecast in Figure 10 Stormwater Asset Expenditure to present the forecasted lifecycle costs over the next 10 years.

Figure 10 Stormwater Asset Expenditure



The gap shown between the yearly forecasted programs and allocated budget is due to the calculated costings for unfunded programs. These unfunded programs have been developed to address emerging issues and maintain service levels into the future. The long-term risk of not addressing this gap may lead to a decrease in levels of service to the community and therefore reduced community satisfaction. Further information on the emerging issues identified and improvements are outlined in Section 4 and Section 5 of this AMP.

1.14 Asset Management Roles in Business Units

There are many key roles within Council that contribute to the operation, maintenance, planning, renewal and creation of stormwater assets (Table 11).

Table 11 Stormwater management at Council - Responsibilities

Team	Responsibilities
Executive Manager – Environment and Climate Change	Determines strategic objectives of the Environment and Climate Change unit. Networks to Council Executives and government agencies. Interaction with Council Committees and Councillors. The Executive Manager is the responsible asset owner for this Asset Management Plan.
Stormwater and Floodplain Engineering Group	Overall responsibility for the Management of Council’s Stormwater Asset Network including investigations, financial reporting, mapping, design and capital works delivery.
Stormwater Operations and Planning team	Within Stormwater and Floodplain Engineering Group. Asset management planning, maintaining asset registers, asset revaluations, developing capital programs, delivery of minor capital works and local flooding management.
Stormwater Design and Delivery team	Within Stormwater and Floodplain Engineering Group. Oversees stormwater designs and delivery of large capital projects.
Floodplain Planning and Response team	Within Stormwater and Floodplain Engineering Group. Manages Floodplain Risk Management Studies and Plans and flood risk reduction strategies. Modelling and Mapping assistance to Asset Management Process
Construction and Maintenance Group	Within the Transport and Civil Infrastructure Unit. Undertakes planned and reactive inspection and maintenance activities of the stormwater system on behalf of Council.
Local Emergency Management Officer (LEMO)	The Resilience and Emergency Management Coordinator is Council’s Local Emergency Management Officer (LEMO) as required by the State Emergency and Rescue Management Act, 1989 providing executive support to the Local Emergency Operations Controller (NSW Police) and all emergency services/supporting agencies. The LEMO is also the delegated Chair of the Local Emergency Management Committee (LEMC).
Director – Environment and Sustainability	Financial delegation for approval of works exceeding Chairperson for the Strategic Asset Management Group (comprises Executive Manager representatives from all asset categories, Finance and Strategic Planning). Overall strategic direction of the Directorate’s portfolios.
Chief Financial Officer	Provides strategic guidance regarding financial management of stormwater assets and audits.

2. ASSET MANAGEMENT IMPROVEMENTS

Improvements to our current lifecycle management practices have been identified through internal and external asset management audits, analysing gaps in existing processes, and recognising best practices outlined in asset management training and courses. These include:

- Use the 26% observed condition pipe data to reassess the current condition distribution across the network.
- Collate condition and function data on our assets and incorporate this information into our forward planning of our infrastructure.
- Investigate, develop and implement demand forecasting, predictive modelling, deterioration modelling and failure mode analysis for stormwater infrastructure assets.
- Develop a methodology to prioritise asset renewal across asset classes.
- Further develop, fund and implement the identified unfunded capital programs (Clear Waters Program and Minor Stormwater Works Program).
- Improve our knowledge through data collection to improve our future planning of our stormwater assets. The proposed unfunded Enhanced Asset Inspection Program will address some of the known deficiencies in our asset register.
- Develop a methodology to quantify the lifecycle costs of stormwater infrastructure assets which can be used in planning for new acquisitions of infrastructure in future generations of this AMP.

These improvements are also included in the Asset Management Improvement Plan in [2024/002578 - 2023 Northern Beaches Council Infrastructure Asset Management Plan](#)

3. STORMWATER RISK REGISTER

Risk management is an important part of asset management planning. The purpose of infrastructure risk management is to document the findings and recommendations resulting from identifying, assessing and treating risks across our infrastructure portfolio. The risk will change over time, and our assessments are completed periodically to ensure the management of our risks are valid and appropriate for the time. Our infrastructure risk management assessments and plans have identified high, medium and low risks across our asset portfolio.

The NBC Enterprise Risk and Opportunity Management Policy¹ and Enterprise Risk and Opportunity Management Framework² have been utilised in the risk assessment of infrastructure assets. These documents provide a consistent, systematic and considered approach to the identification, management and reporting of risk across the organisation. Council's approach to Enterprise Risk and Opportunity Management (EROM) is consistent with the Australian/New Zealand Risk Management Standard: AS/NZS ISO 31000:2018. Table 12 and Table 13 identify the infrastructure risk profile for stormwater assets and describes the control measures identified to address these risks.

¹ <https://files.northernbeaches.nsw.gov.au/sites/default/files/documents/policies-register/enterprise-risk-policy/enterprise-risk-management-policy/enterprise-risk-management-policy-nov2020.pdf>

²Enterprise Risk and Opportunity Management Framework. Internal document. TRIM ref: 2021/321150

Table 12 Stormwater Risk Register – Inherent Risks (Without Controls) & Residual Risks (With Controls)

Risk Reference Number	Risk or Opportunity Description	Root Causes / Situations where the risk or opportunity may arise	Consequences	Inherent Risk (with NO controls)			Residual Risk (with controls in place)			
				Likelihood	Consequence	Inherent Risk Score	Current Controls	Likelihood	Consequence	Residual Risk Score
STORM-01	Critical Stormwater Assets - Asset failure resulting in injury or property damage	Deteriorated or damaged critical stormwater asset	Asset failure resulting in injury or property damage	3. Possible	4. Major	High	Proactive critical asset inspection and monitoring program - Annual inspection program for critical pipe and culvert assets. 1 and 3 monthly inspection programs for critical pit and WQD assets.	4. Unlikely	4. Major	Medium
STORM-02	Critical Stormwater Beach Outlets - Blockage causing flooding	Sand blocking outlet / headwall	Blockage causing flooding	3. Possible	4. Major	High	Proactive inspection and monitoring program of high risk outlets and headwalls. - 1 and 3 monthly inspection programs for high risk outlets and headwalls prone to sand blockage.	3. Possible	4. Major	High
STORM-03	Stormwater Outlets / Inlets - Personal injury or death due to entering stormwater outlet / inlet	Unauthorised entry into stormwater system	Personal injury or death due to entering stormwater outlet / inlet	4. Unlikely	5. Severe	High	Some screens in place - Design and install safety screens	4. Unlikely	4. Major	Medium
STORM-04	Pit and Pipe network blockage - Localised flooding	Regular blockages and obstructions within stormwater system.	Localised flooding	3. Possible	3. Significant	Medium	Programmed pit inspections, and reactive cleans - Proactive inspections and cleaning schedules.	4. Unlikely	4. Major	Medium
STORM-05	Critical Water Quality Improvement Devices - Screen blockage causing overland flooding	Blocking of trash racks / screens with litter and debris.	Screen blockage causing overland flooding	3. Possible	3. Significant	Medium	Programmed inspections and cleaning regime - Frequent inspection and cleaning program of WQD.	4. Unlikely	3. Significant	Medium
STORM-06	Stormwater Pipe failure causing flooding to private property or other key infrastructure	Due to poor condition or damage caused by external factors	Flooding to private property or other key infrastructure	3. Possible	2. Moderate	Medium	Ongoing Asset Inspection Programs including Condition Assessment to identify pipes requiring replacement or renewal works	4. Unlikely	2. Moderate	Low
STORM-07	Water Quality Improvement Devices - Pollution spill event causing contamination downstream	Failure due to blockage or inadequate maintenance	Pollution spill event causing contamination downstream	3. Possible	2. Moderate	Medium	Programmed inspections and cleaning regime - Frequent inspection and cleaning program of WQD.	5. Rare	2. Moderate	Low
STORM-08	Water Quality Improvement Devices - Units not working correctly	Due to poor condition or damage caused by external factors	Unit not working correctly causing pollution spill and/or flooding downstream	3. Possible	2. Moderate	Medium	Programmed inspections and cleaning regime of WQD including a renewal program	5. Rare	2. Moderate	Low
STORM-09	Stormwater Pit and Pipe network capacity - Minor Flooding	Storm events greater than design event	Inlet pit and pipe capacity exceeded. Pit surcharges, pit lids dislodging under pressure. Overland flows can cause local flooding and damage to property.	2. Likely	2. Moderate	Medium	Proactive inspections and cleaning schedules in place as well as a renewal and new works programs address under capacity pipes where possible	3. Possible	2. Moderate	Medium

Risk Reference Number	Risk or Opportunity Description	Root Causes / Situations where the risk or opportunity may arise	Consequences	Inherent Risk (with NO controls)			Residual Risk (with controls in place)			
				Likelihood	Consequence	Inherent Risk Score	Current Controls	Likelihood	Consequence	Residual Risk Score
STORM-10	Stormwater Pit and Pipe network capacity - Major Flooding as a result of high rainfall event	Rare storm events causing overland flowpaths are activated	Widespread flooding	3. Possible	3. Significant	Medium	Stormwater Capital Renewal and New Works programs investigate opportunities to address under capacity pipes and pits where possible.	3. Possible	3. Significant	Medium
STORM-11	Increases in environmental/engineering standards through climate change, regulation and changing community expectations	Ageing infrastructure may not meet current level of service expectations	Flooding to private property or other key infrastructure	3. Possible	3. Significant	Medium	Stormwater Capital Renewal and New Works programs investigate opportunities to address under capacity pipes and pits where possible.	3. Possible	3. Significant	Medium

4. SUMMARY OF EMERGING ISSUES

A number of emerging issues need to be considered and resolved over the next ten years, to be able to provide certainty for our infrastructure planning. These issues can be summarised as follows:

4.1 Cost Considerations

- Further investment will be required to develop a rolling program of asset condition assessments in order to deliver a sustainable long-term program of renewal and maintenance.
- Our current levels of investment only allow us to renew assets based on risk. As such customer requests that are for aesthetic or low risk issues do not get prioritised and therefore may go unresolved for many years. While this is appropriate from a risk management perspective, it may not meet community expectations for providing a satisfactory level of service.
- There are numerous options which have been recommended in various adopted Floodplain Risk Management Plans. These recommended options need to be rationalised and prioritised against other known stormwater works in the future works program, and have been included in Section 5 - Unfunded Stormwater Programs.

4.2 Service considerations

- Waste and other pollutants in our waterways are often conveyed by stormwater. Our community now expects better treatment and removal of waste, especially plastics, which changes the service levels we will need to provide. This will be addressed through implementation of the Clear Waters Program.
- Technological improvements continue to provide new opportunities for us to better tailor the service we provide and manage our risk including artificial intelligence, better telemetry, and new renewal techniques.

5. UNFUNDED STORMWATER PROGRAMS

A review of the current asset renewal and maintenance programs and the associated levels of Unfunded Programs has been undertaken as part of this AMP refresh. Infrastructure funding gaps have been identified within this Asset Management Plan, with the table below showing a summary of funding shortfalls in the following categories:

Category	Gap (\$m)
Asset Renewal Gap	\$18.4
Asset Maintenance Gap	\$4.2
Uplift in Service Gap	\$19.9
New Asset Gap	\$13.9
Total Unfunded Asset Management Plan	\$56.4m

Below is a snapshot of some of the current issues impacting the size and growing nature of the Unfunded Programs.

Description of Unfunded Programs issues

Stormwater Pipes

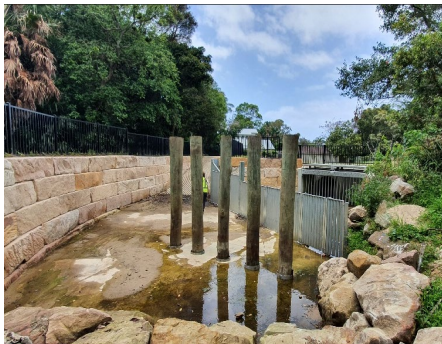
- Historic construction practices:
 - Undersized pipes
 - Ageing infrastructure
- Growing renewal backlog:
 - Increasing risks associated with these assets
 - Increasing customer expectations re level of service
- Increase in construction and servicing costs



Description of Unfunded Programs issues

New Water Quality Controls

- Significant number of stormwater outlets without water quality treatment
- Litter/water pollutants causes public safety and amenity impacts
- Increased community expectations regarding pollution reduction and control
- Significant constraints in the urban environment, lack of space for improvement measures
- Increase in construction and servicing costs



Description of Unfunded Programs issues

Management of Nuisance Flooding

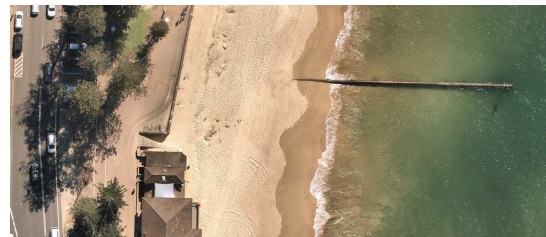
- Council receives a mix of extreme/high/medium/low risk requests
- High risk issues are often complex which take large amounts of resources, time and funding to resolve
- Low risk issues receive a lower priority and can remain unresolved for extended periods
- Long wait times generate low customer satisfaction and impacts on the perception of Council's service provision
- Funding will allow for a service uplift for customers



Description of Unfunded Programs issues

Ocean Outfalls – Reducing the Risk

- There are four stormwater ocean outfalls identified in the surf zone: two at Manly, one at Collaroy and Newport
- History of incidents for the public
- Detailed investigations are required for risk reduction and/or relocation
- Funding for early phases of Collaroy Outlet has been identified but future funding and funding for others hasn't.



The following sections show the Unfunded Programs for Stormwater Infrastructure assets.

5.1 Asset Renewal Gap

No	Renewal Gap Program	Renewal Gap Description	Gap (\$m)
			\$18.4m
R1	Backlog Pipe Renewal Program	Program targeted to renew condition 4 and 5 backlog works	\$15.4
R2	Minor Stormwater Works Program	Additional program to address medium and lower ranked customer requests	\$1.4
R3	Ocean Outfall Investigation and Renewal Program	Investigate ocean outfalls at Manly, Dee Why, Collaroy, Mona Vale & Newport Beach and consider the augmentation/removal of large high-risk outlets.	\$1.6

Backlog Pipe Renewal Program

Ageing stormwater infrastructure increases public safety hazards and risks of flooding due to their heightened risk failure. Approximately 1000 pipe assets have been identified across the LGA to be in poor condition (condition 4 & 5) and within renewal intervention levels.

During the planning and development of the annual works program, Council Engineers undertake detailed risk assessments and prioritise projects based on factors such as pipe condition, potential impact of pipe failure, capacity issues, and flood risk. Where appropriate, pipeline renewal is carried out through Cured-In-Place-Pipe (CIPP) relining, which employs non-destructive means to renew and extend the useful life of pipe assets. The backlog pipe renewal program aims to remedy the stormwater infrastructure backlog by renewing these known poor conditioned pipe assets over a 10-year period.

In accordance with IPWEA's condition assessment & asset performance guidelines, condition 4 assets require works within 10 years and condition 5 assets require immediate action.

Minor Stormwater Works Program

Storm events across the Northern Beaches can generate over 2000 customer requests per year. These incidents are investigated by the Stormwater Engineers and classified on a risk basis as high, medium and low priority. The current reactive capital program is consumed in the delivery of solutions to these high priority issues. The limited funding and resources as well as the risk prioritisation method of assessment means that a number of resident requests are not currently being resolved.

The Minor Stormwater Works Program is aimed at resolving these medium and low risk ranked issues. This will ensure that residents' concerns are dealt with adequately and the stormwater capital process is broad enough to meet the service requirements of all residents.

5.2 Asset Maintenance Gap

No	Maintenance Gap Program	Maintenance Gap Description	Gap (\$m)
			\$4.2m
M1	Enhanced Asset Inspection Program	Identification of future maintenance and renewal requirements of higher risk assets through this expanded program	\$3.8m
M2	Proactive Pipe Maintenance Program	Additional jetting of pipes to optimise pipe capacity and reduce the risk of flooding	\$0.4m

Enhanced Asset Inspection Program

The current and historic resources allocated to condition assessment of the Northern Beaches Stormwater Network has enabled approximately 26% of the network (pipes, pits and other assets) to have condition assessment data arising from inspected assets. The condition of the remaining 74% has been inferred based on other known data sets and comparison with similar assets or locations.

However not all assets have the same level of risk in relation to asset failure. Assets may be assessed as critical due to their operational need in relation to road access or land use or their critical flow conveyance in the case of trunk mains. These assets are considered to be the priority in order to cover the risk to life and property.

The assessment of criticality and asset risk is ongoing. In order to maintain inspections of the critical and high priority assets on a 10-year rolling inspection program, significant allocation of resourcing is required. The Enhanced Asset Inspection program seeks to ensure that the condition of critical and high priority assets is understood.

Proactive Conduit Maintenance Schedule

The Construction and Maintenance team receive constant CRM enquiries from the community to maintain council stormwater pipes. The aim of this program is to create, prioritise and execute a schedule to perform jetting tasks for pipes that are regularly blocked. This will ensure pipes function at full capacity and reduce the risk of flooding to the community.

5.3 Uplift in Service Gap

No	Uplift in Service Gap Program	Uplift in Service Gap Description	Gap (\$m)
			\$19.9 m
U1	Flood Mitigation Program	High Priority Flood Mitigation Studies and Works	\$16.0
U2	Clear Waters Maintenance Program	Operations & Maintenance - Clear Waters Program	\$0.45
U3	Sediment Basin Program	Major Sediment Basin Maintenance	\$0.2
U4	Pit Maintenance Program	Expanded Pit Maintenance Program	\$1.25
U5	GPT Enhancement Program	Expanded GPT Program, including maintenance automation	\$0.2
U6	Table Drain Program	Table Drains Maintenance	\$0.7
U7	Water Sensitive Urban Design (WSUD) Program	WSUD Maintenance and Operations Program	\$1.1

Flood Mitigation Program

Council's stormwater future works list consists of over 350 stormwater upgrade and flood mitigation related projects. The flood mitigation program aims to deliver the high priority flood mitigation capital works. These projects typically include major upgrades to existing stormwater and drainage infrastructure that will alleviate flooding in known hotspots across the LGA.

Clear Waters Maintenance Program

Clear Waters Maintenance Program aims to deliver maintenance on water quality improvement devices to ensure that the natural waters of the Northern Beaches are preserved and enhanced over the next ten years. This program accompanies the capital new Clear Water Program and is required to fund cleaning the new devices constructed.

Sediment Basin Program

Council has 10 large sediment basins located across the LGA that are not on regular maintenance and cleaning schedules. These basins are expensive to be cleared out due to the size and associated waste disposal costs. These basins have not been maintained since they were constructed and will require maintaining in the short to medium term.

This program utilises a staged approach to clearing out these basins to get them to an operational state for regular maintenance activities. This will result with improvements to the existing stormwater system and improve water quality to receiving waterways.

Pit Maintenance Program

The current planned pit maintenance program includes 1.3% of all stormwater pits across the LGA. This includes critical pits, headwalls, and water quality device, in addition to specific pits that have been identified as flood or problem prone. Typically, these assets are on 1 monthly, 3 monthly, or 6 monthly schedules depending on its criticality.

This program aims to expand the existing planned pit maintenance program to include other pit type assets that may be prone to blockages and flooding. This will increase the planned pit schedule to 7.2% of all pits and will incorporate the addition of non-critical coastal and estuary outlets, and sag pits within flooding hotspots.

GPT Enhancement Program

Council's current GPT cleaning schedule has been developed from historic cleaning data. However, there are various environmental factors that can change the cleaning frequency such as the amount of rain and litter the GPT has received since the last clean.

The aim of this program is to install remote monitoring devices on existing GPTs that would notify Council when cleaning / maintenance is required resulting in cost savings and a more efficient maintenance program.

Table Drain Program

The aim of this program is to identify table drains in the LGA and investigate the condition of these assets and include in the asset register. Subsequently, a program will be developed to prioritise and conduct maintenance of Table Drains, swales, headwalls to reduce the risk of flooding.

Water Sensitive Urban Design (WSUD) Program

The purpose of this program is to drive Northern Beaches Council towards becoming a 'Water Sensitive City' with improved amenity and liveability of Council's catchments and waterways. WSUD projects will aim to manage and reduce the impact of urbanisation on natural hydrological processes, such as increased runoff and water pollution. The program will also investigate opportunities to incorporate the harvesting and reuse of stormwater to secure water for the future, reduce demand on potable water and adapt to climate change effects.

5.4 New Assets Gap

No	New Assets Gap Program	New Assets Gap Description	Gap (\$m)
			\$13.95
N1	Water Quality Improvement Program	Clear Waters Program	\$13.7
N2	Additional Depreciation and Maintenance for new assets		\$0.25

Clear Waters Capital New Program

The proposed 'Clear Waters' Program is focused on the delivery of new water quality improvement devices to treat stormwater and improve the water quality of our creeks, lagoons and ocean beaches.

Northern Beaches Council has 257 devices that currently contribute to maintaining and improvement the waters of the Northern Beaches. These devices treat the stormwater runoff from some of the catchments that flow into the stormwater network and eventually into natural water bodies across the Northern Beaches. There are still, however, some catchments where the stormwater is not treated or where the system will need to be updated. Development of areas across the Northern Beaches also means that additional work is required to ensure that the quality of our natural aquatic systems is maintained and enhanced.

The Clear Waters Program aims to deliver treatment systems to ensure that the natural waters of the Northern Beaches are preserved and enhanced over the next ten years. This would be achieved by the prioritisation and delivery of various high priority small to medium sized stormwater treatment units over the next ten years.

6. STORMWATER APPENDICES

6.1 Critical Stormwater Assets

Table 13 Critical Stormwater Infrastructure Assets

Asset Number	Asset Description	Suburb	Inspection Schedule Code
PITS			
SPP01391	Inlet headwall at rear of 26 Wyarama Street, Beacon Hill	FRENCHS FOREST	S_PITINSP3M
SPP01446	Sth Curl Curl Rock Pool outlet with screen	CURL CURL	S_PITINSP3M
SPP03448	Freshwater beach outlet (N) with screen	FRESHWATER	S_PITINSP1M
SPP10399	Headwall @ rear of Tafe old pitt rd	BROOKVALE	S_PITINSP3M
SPP12644	Stormwater Pit - Fishermans beach outlet Florence Ave - with safety screen	COLLARROY	S_PITINSP3M
SPP12682	Ocean Grove Stormwater Outlet with Tideflex valve	COLLARROY	S_PITINSP3M
SPP12712	Anzac Avenue Stormwater Outlet - with Tideflex valve	COLLARROY	S_PITINSP3M
SPP12771	Goodwin st Narrabeen - beach outlet with Tideflex valve	NARRABEEN	S_PITINSP3M
SPP12855	Ramsay St outlet onto beach with Tideflex valve	COLLARROY	S_PITINSP1M
SPP12876	Frazer Street outlet onto beach with Tideflex valve	COLLARROY	S_PITINSP1M
SPP13098	End of Jamieson Pde North - end of GPT - Collaroy	COLLARROY	S_PITINSP1M
SPP13123	Collaroy Rock pool outlet with safety screen	COLLARROY	S_PITINSP3M
SPP13491	Dee Why Beach box culvert outlet with screen	DEE WHY	S_PITINSP1M
SPP13518	Inlet trash rack. Rear of 31 Rayner Avenue, Narraweena	NARRAWEENA	S_PITINSP6M
SPP17475	Freshwater beach outlet (S) with screen	FRESHWATER	S_PITINSP1M
SPP17520	Collaroy Beach Stormwater Outlet with safety screens	COLLARROY	S_PITINSP3M
SPP17532	Near boat ramp fishermans beach - Collaroy	TBA	S_PITINSP3M
SPP50356	Headwall - rear 8 Wilmette Place, Monvale	TBA	S_PITINSP1M-NORTH
SPP40286	HeadWall - rear of Ivanhoe Preschool - Manly Botanical Gardens	MANLY	S_PITINSP1M-SOUTH
WATER QUALITY DEVICES			
SWS00095	Howell Close GPT & Trashrack	TBA	S_PITINSP1M-NORTH
SWS00024	CONC DELTA / 2 SCREENS, JAMIESON PDE, COLLARROY, NORTHERN END OF STREET	COLLARROY	S_GPTCRITICAL1M
SWT00043	AVON ROAD, DEE WHY, RICHMOND / AVON RD END	DEE WHY	S_GPTCRITICAL1M
SWT00045	PIPE ONLY, PITTWATER RD, DEE WHY, IN DEE WHY PARK	DEE WHY	S_GPTCRITICAL1M
SWS00073	GPT North Harbour Reserve, Balgowlah - Capture Bay with Trashrack	BALGOWLAH	S_GPTCN1_MANLY_CONTRACTOR
PIPES & CULVERTS			
SPC00018	Culvert - Harbord Road @no.188 - South side	BROOKVALE	S_CRITCULV
SPC00021	culvert	BROOKVALE	S_CRITCULV
SPC00029	culvert joining golf course	NORTH MANLY	S_CRITCULV
SPC00031	culvert joining golf course	NORTH MANLY	S_CRITCULV
SPC00032	culvert joining golf course	NORTH MANLY	S_CRITCULV
SPC00033	culvert joining golf course	NORTH MANLY	S_CRITCULV
SPC00036	culvert	BEACON HILL	S_CRITCULV
SPC00037	culvert	CROMER	S_CRITCULV
SPC00038	culvert	CROMER	S_CRITCULV
SPC00055	culvert	DEE WHY	S_CRITCULV
SPC00122	culvert	BROOKVALE	S_CRITCULV
SPC00123	culvert	BROOKVALE	S_CRITCULV
SPC00298	culvert	CROMER	S_CRITCULV
SPC00355	culvert	DEE WHY	S_CRITCULV
SPC00406	culvert	MANLY VALE	S_CRITCULV
SPC21308	culvert	BROOKVALE	S_CRITCULV
SPC21309	culvert	BROOKVALE	S_CRITCULV
SPC21344	culvert	TBA	S_CRITCULV
SPC21345	culvert	TBA	S_CRITCULV

SPC50153	Culvert under 1503 Pittwater Rd -N Narrabeen	TBA	S_CRITCULV
SPC50159	Northern culvert under Coles - Warriewood Square	TBA	S_CRITCULV
SPC50160	Middle culvert under Coles - Warriewood Square;;	WARRIEWOOD	S_CRITCULV
SPC50161	Northern culvert - Jacksons Rd - Under nature strip near Coles - Warriewood Square	TBA	S_CRITCULV
SPC50162	Culvert - Middle - Jacksons Rd South side under footpath	WARRIEWOOD	S_CRITCULV
SPC50189	Northern culvert under Warriewood Square carpark;;	TBA	S_CRITCULV
SPC50190	Middle culvert under Warriewood Square carpark;;;	TBA	S_CRITCULV
SPC50192	Culvert - South - Jacksons Rd - South side under footpath;;	TBA	S_CRITCULV
SPC50193	Northern culvert under Jacksons Rd - Warriewood	WARRIEWOOD	S_CRITCULV
SPI50637	Pittwater Road, Bayview - 80m south of Cabbage Tree Road;;	BAYVIEW	S_CRITCULV
SPI50638	Pittwater Road, Bayview - 80m south of Cabbage Tree Road;;	BAYVIEW	S_CRITCULV
SPI50639	Pittwater Road, Bayview - 80m south of Cabbage Tree Road;;	BAYVIEW	S_CRITCULV
SPI50640	Pittwater Road, Bayview - 80m south of Cabbage Tree Road	BAYVIEW	S_CRITCULV
SPI52693	PIPE - Jacksons Rd 120m east of Garden St - Middle pipe	WARRIEWOOD	S_CRITCULV
SPI52767	Powder Works Road, 120m south of Ingleside Road;;	INGLESIDE	S_CRITCULV
SPI52768	Powder Works Road, 120m south of Ingleside Road;;	INGLESIDE	S_CRITCULV
SPI53031	Powder Works Road, 120m south of Ingleside Road;;	INGLESIDE	S_CRITCULV
SPI53032	Powder Works Road, 120m south of Ingleside Road;;	INGLESIDE	S_CRITCULV
SPI53033	Powder Works Road, 120m south of Ingleside Road;;	INGLESIDE	S_CRITCULV
SPI53036	Powder Works Road, 120m south of Ingleside Road;;	INGLESIDE	S_CRITCULV
SPI53040	Pipe - Jacksons Rd - 120m East of Garden Street (West pipe)	WARRIEWOOD	S_CRITCULV
SPI56828	Pipe - 5 Bowling Green Lane - Avalon	TBA	S_CRITCULV

6.2 Stormwater Reference Material

No.	Appendix Title	Comments	TRIM / Web link if applicable
6.2.1	Planned Stormwater Renewals – 10 Year Work Program	Trim Link	2024/174061
6.2.2	Reactive Stormwater Renewals – Work Schedule	Trim Link	2024/174061
6.2.3	Planned Stormwater New – 10 Year Program	Trim Link	2024/174061
6.2.4	Planned GPT Renewal – 10 Year Program	Trim Link	2024/174061
6.2.5	Clear Waters Program – Unfunded Capital Works		2024/129918
6.2.6	Critical Stormwater Assets		2024/055533
6.2.7	Asset Management Strategy Objectives	Trim link	2018/361136
6.2.8	Gap Analysis Improvements	Trim link	2014/166252
6.2.9	Environmental Sustainability Policies, Plans and Strategies	Available online	www.northernbeaches.nsw.gov.au
6.2.10	State and Federal Legislation, Policy and Codes of Practice	Available online	
6.2.11	2020 Stormwater Assets Revaluation Summary	Trim Link	2020/492906
	2020 Stormwater Asset Revaluation Report	Trim Link	2020/323667
6.2.12	Stormwater Asset Condition Rating Manual	Trim link	2023/481928
6.2.13	Stormwater Investigation Process Map	Trim Link	2018/604143
6.2.14	Draft Stormwater Criticality Matrix	Trim Link	2013/237752
6.2.15	Enterprise Risk Management OMS 445	Trim Link	2014/379127

6.2.16	Enterprise Risk and Opportunity Management Policy	Trim Link	2024/140496
6.2.17	Enterprise Risk and Opportunity Management Framework	Trim Link	2024/111765
6.2.18	Stormwater Assets Infrastructure Risk Management Plan	Trim Link	2021/626491
6.2.19	New and Amplification Project Ranking Template (SW7)	Trim Link	2014/166344
6.2.20	Planned Renewals Project Ranking Template (SW6)	Trim Link	2014/166338
6.2.21	Guideline for Preparing Works as Executed Data for Council Stormwater Assets	Trim Link	2018/156269
6.2.22	Flood Risk Management Policy	Trim Link	2017/327792
6.2.23	Roads and Maritime Service – Stormwater Costs Apportionment Guideline	Available online	<u>Apportionment of Costs - 2008</u>
6.2.24	Northern Beaches Council Service Standards for Customer Request Response Times	Included in Appendices	2024/091663
6.2.25	Northern Beaches Council's Asset Ownership matrix	Trim Link	2018/402728
6.2.26	CCTV Investigation of Stormwater Asset - Guidelines and Checklist	Trim Link	2020/665004
6.2.27	Required Maintenance Methodology - Benchmark Appendices	Trim Link	2024/141811
6.2.28	SRV - Stormwater Reactive Future Works - Unfunded Program	Trim Link	2024/130452
6.2.29	SRV-4.3 - ECC-08 - Enhanced Asset Inspection Program Methodology	Trim Link	2024/086411
6.2.30	Stormwater Asset Information as of 30.06.2023	Trim Link	2024/174059
6.2.31	SRV-6 - Stormwater Programs - 2023-34	Trim Link	2024/174061

6.3 LTFP Funded Capital New Program - Long Term Financial Plan (\$000)

	Delivery Program				LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Planned Stormwater New Works	1,955	1,942	1,930	1,917	1,904	1,892	1,880	1,868	1,856	1,844
Warriewood Valley Creekline Works	-	-	-	-	750	750	800	400	600	750
Oxford Falls Road West Flood Mitigation	3,000	-	-	-	-	-	-	-	-	-
TOTAL	4,955	1,942	1,930	1,917	2,654	2,642	2,680	2,268	2,456	2,594

6.4 LTFP Funded Capital Renewal Program - Long Term Financial Plan (\$000)

	Delivery Program				LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Planned stormwater renewal works	4,060	5,972	6,272	6,429	6,583	6,741	6,903	7,075	7,252	7,434
Reactive stormwater renewal works	1,006	1,029	1,053	1,078	1,104	1,130	1,157	1,186	1,216	1,246
Gross pollutant trap renewal works	102	104	106	109	111	114	117	120	123	126
TOTAL	5,167	7,105	7,431	7,615	7,798	7,985	8,177	8,381	8,591	8,805



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Buildings Asset Management Plan 2024



Document Control			
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Action	Responsible Officer/s
Prepared by	Senior Asset Officer – Building Assets
Reviewed by Asset Managers and Finance	Manager, Building Assets - Planning, Design & Delivery Team Leader, Financial Planning & Assets Manager, Asset Strategy & Planning
Reviewed by Asset Owner	Executive Manager Property
Reviewed by Finance	Executive Manager Financial Planning & Systems
Reviewed by Asset Director	A/ Director Transport & Civil Infrastructure
Approved by	Strategic Asset Management Panel (SAMP)

Rev No.	Date	Changes	Author/Approver
Draft	12/4/2024	First draft for review	Senior Asset Officer – Building Assets
V1.0	17/4/2024	Endorsed by Strategic Asset Management Panel Recommended to Council for public exhibition	SAMP

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1. LIFECYCLE MANAGEMENT PLAN

1.1 Asset Overview - Buildings

Northern Beaches Council's Property Business Unit manages the building assets portfolio which has a Gross Replacement Cost of over \$800 million of assets. The Building Types covered in this Asset Management Plan are shown in Table 1.

Table 1 Building Infrastructure Assets

Building Type	Examples	No. of Buildings
Administration	Dee Why Civic Centre, Manly Town Hall, Mona Vale Admin	8
Amenities	Public Amenities	68
Aquatic	Manly and Warringah Aquatic Centres	5
Beach	Surf Lifesaving and Swim Clubs	35
Carpark	Whistler St, Peninsula, Bungan Lane	9
Community	Community Centres, Libraries, Youth, Childcare, Scouts	87
Emergency	RFS, RFB, SES, Marine Rescue	23
Operational	Depot and Plant Buildings	52
Recreation	Brookvale Oval and Pittwater Rugby Park	11
Rental	Lakeside Holiday Park, Currawong	115
Sports	Golf, Tennis, Bowls, Football	125
Theatre	Glen Street Theatre	1
Tower	Emergency Ops Centre Tower East & Hut	1
Waste	Council Kimbriki Buildings	5
Total Buildings		545

1.2 Building Assets Value

The value of the building portfolio is reviewed every three (3) years as part of our Asset Revaluation program, using a combination of a review of NBC panel contracts, completion of recent new or renewal building assets and reference to Rawlinsons Australian Construction Handbook.

1.2.1 Building Valuation Methodology

Each component deteriorates at different rates. Therefore, each building component has a different useful life. This useful life is further broken down into short life and long life. For example, on a sheet metal roof, the short life of a roof refers to the renewal time range for the roof sheets and the long life refers to the renewal time range for the trusses beneath. The roof sheets are likely to be changed multiple times whereas the roof trusses may last the full life of the building. Useful life of building components also changes based on material type such as metal roof, clay or concrete tile, slate or wooden shingles.

This "pattern of consumption" is identified and recorded by Council and provides the basis of the annual depreciation of each building asset component. This is reflected in the final valuation figure and provides Council with important data on when a component is likely to fail or need renewing to meet the required level of service. The detailed depreciation methodology information is contained in

[2019/321851 - Northern Beaches Council Depreciation Methodology Framework - Long Life-Short Life Components.](#)

Buildings are further categorised within Technology One to meet requirements of NSW Office of Local Government Integrated Planning and Reporting, requiring buildings to be classified under Note 9 (Investment, etc.) and Special Schedule 7 (SS7) Report on Infrastructure, (Public, Works, Halls, Houses, Museums, etc.) categories.

The current valuation methodology is to value each building asset in-house using recent contracts per square metre build rates for similar building types and unit rates, such as Rawlinsons Australian Construction Handbook, where no recent contracts exist. Exceptions to this are the commercial rental buildings where market value is used. External consultants are engaged to verify the in-house valuations where necessary. A methodology process document has been developed, see [2024/279198 - 2024 Buildings Revaluation Methodology.](#)

Figure 1 below shows the Gross Replacement Cost of the Buildings portfolio as at 30 June 2023.

Figure 1 Gross Replacement Cost Building Assets



1.3 Building Components

Council accounts for each building by maintaining a building asset register within TechOne. Buildings are spatially located within SEA, which cross-references the asset register to provide an easy-to-use interface for finding asset information.

For the purposes of day-to-day management and management reporting, the 542 Council buildings are grouped into 13 major categories as shown in Table 1 above. An additional 46 sub-categories further define each building within the database (see Appendix 15.20).

For the purposes of financial reporting, buildings are separated into 7 main building components as shown in table 2 below. Each building is automatically allocated an asset number in our register for any new record. This building number is prefixed 'BUI' (parent asset) followed by a 5-digit number.

The seven (7) standard building components listed in Table 2 are given a corresponding component code prefix followed by the same 5-digit number as the BUI number for that building, allowing easy recognition and database filtering at both a building level and a component level. For small buildings, typically single room spaces or sheds, the single structure (BST) component only is used.

Table 2 Building Components

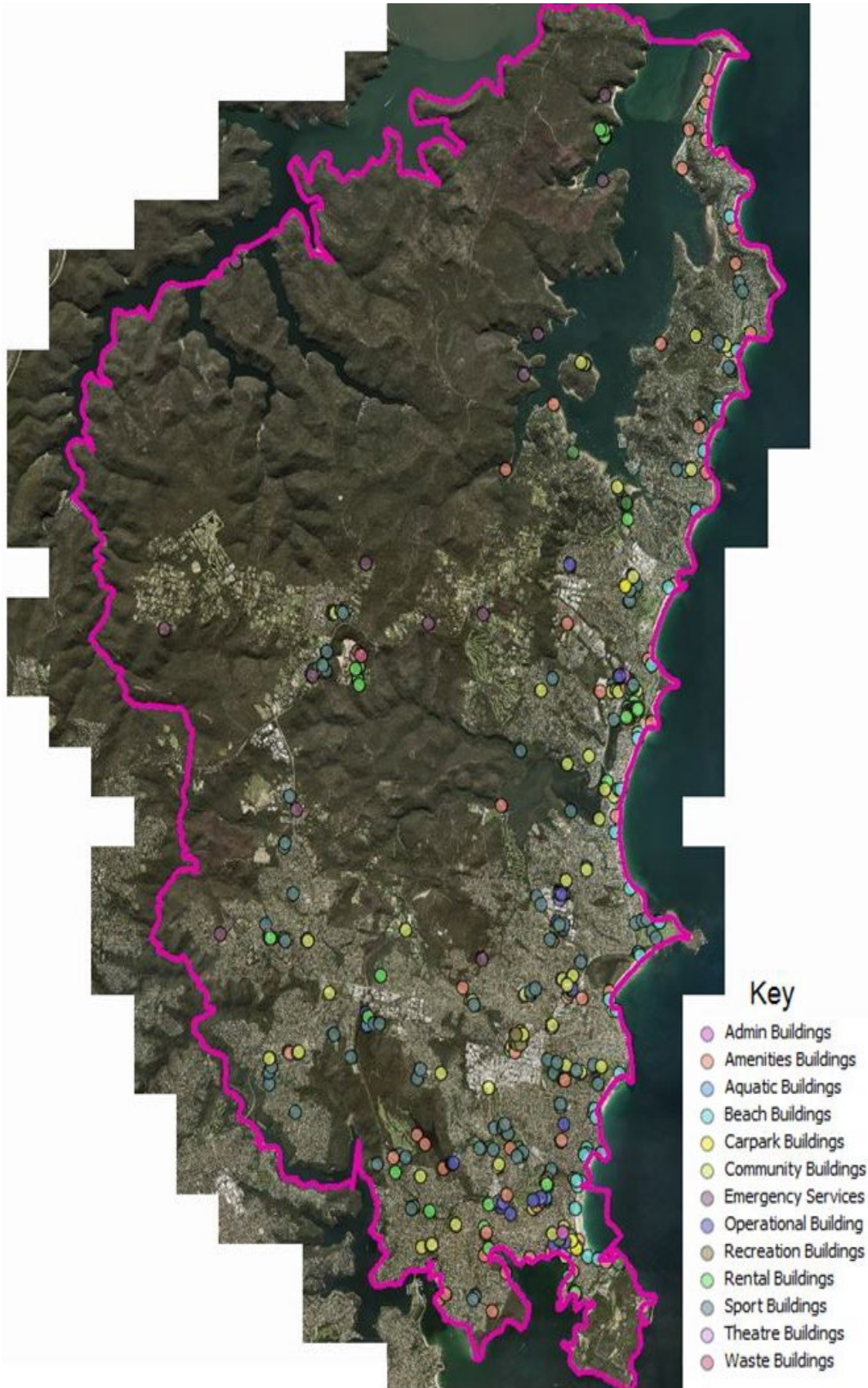
Building Component ID	Component Description
BUI	Parent Asset ID
BEL	Electrical
BFI	Internal Finish
BFS	Fire/Security
BME	Mechanical
BRF	Roof
BST	Structure
BTR	Transport

The building naming convention is based according to its location and function, the location being either the suburb in which the building is located or the name of the park or reserve within which it sits. Where there are several buildings in the same location or reserve, the building's spatial location (North, South, East or West) is nominated at the end of the name.

Based on the type, functionality, and location, building components will deteriorate at different rates. For financial reporting and depreciation purposes, each building component has a different useful life.

The locations of our buildings are shown in Figure 2

Figure 2 Location of our Buildings across the LGA



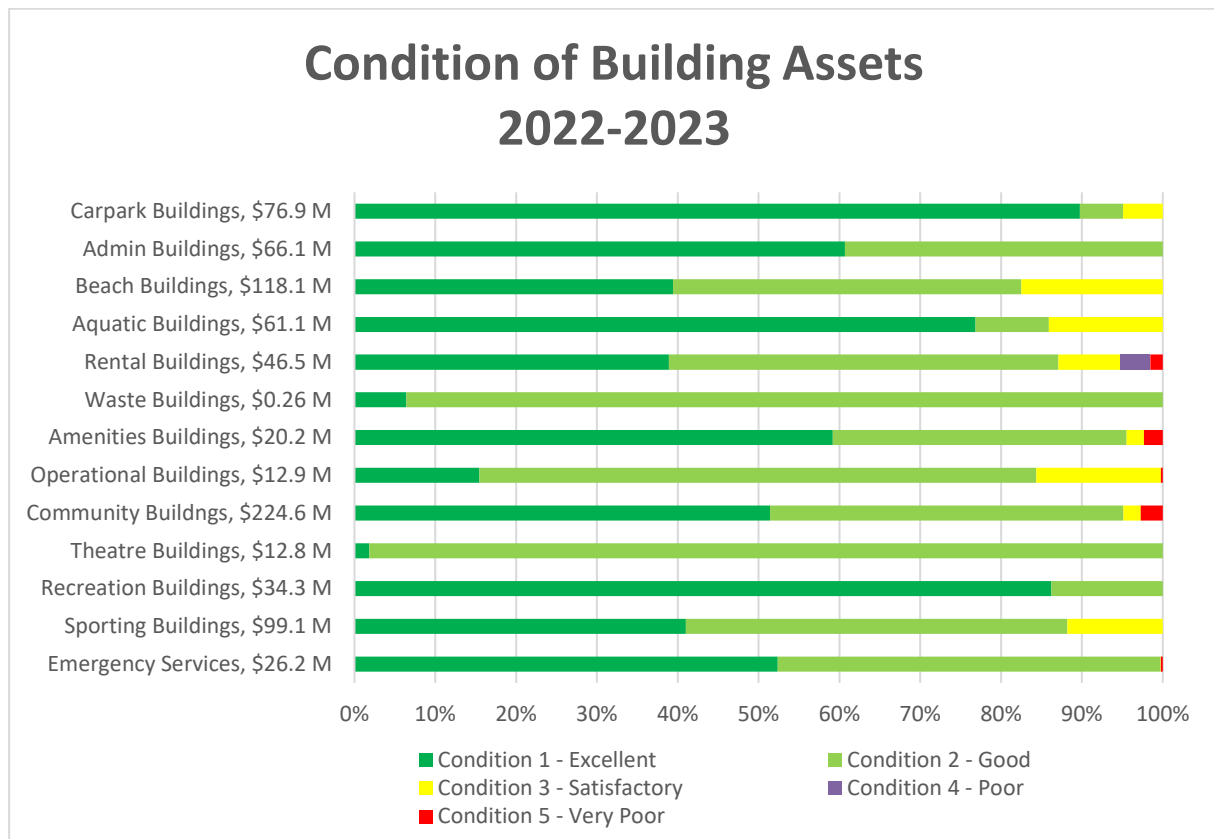
1.4 Asset Condition

Condition assessments are technical inspections carried out to evaluate the physical state of our infrastructure assets. The condition helps inform both our maintenance and long-term planning of our asset renewal needs.

Our condition methodology is outlined in 2015/254779 Condition Rating Manual – Buildings 2024. We have adopted an advanced asset management approach, using a 1-10 rating system for assessing the 'Technical Condition' of our assets, which aligns to the NSW Office of Local Government's (OLG) *Report of Infrastructure Assets*¹ 1-5 condition rating scale.

The current condition of our building assets is as per Figure 3 below.

Figure 3 Condition of Building Assets



From the 2023 condition assessment, 55% of building component assets were rated as excellent condition, 37% were rated at good condition and 6% were rated at satisfactory condition. The remaining 2% were rated below average. This is reflective of some components within the buildings nearing their end of useful life and requiring renewal or where components have been deliberately selected for a “run to fail” approach where buildings not currently planned to be renewed are maintained to keep them “fit for purpose” Ultimately, these buildings may not be required in their current form and be demolished. The land may then either be sold to enable the provision of other new assets or re-purposed as part of a property consolidation. In all cases, the goal in managing Council’s property portfolio is to ensure the most effective provision and utilization of the community’s property assets to meet the needs of the community both now and in the future.

¹ Previously named Special Schedule 7

1.5 Building Asset Condition

Council undertakes regular building condition assessments to collect sufficient data to make informed strategic asset planning and management decisions. A customised template tool has been developed by staff to be used when assessing the condition of all buildings, see [2024/266975 - Council Buildings Revaluation - Condition data spreadsheet template](#).

Condition inspections of all buildings are conducted periodically. These inspections are scheduled using a staged approach each year and form the basis for an ongoing program. A full inspection and assessment of over 90% of buildings was undertaken over September 2023 to April 2024 as part of the Office of Local Government 3-yearly revaluation timetable for buildings. This assessment was done at the component level for each building. Desktop and or sample condition inspections are conducted during other years.

Building assessment generally comprises:

- Physical inspection of a building to assess the actual condition of the building and its components:
 - Building fabric (substructure, structure, roof, linings, finishes and fixtures etc.),
 - Plant and equipment (heating, ventilation, air conditioning, fire protection, lifts, etc.),
- Identification of both short-term maintenance works, and longer-term potential renewals or refurbishments required to bring the condition of the building fabric, plant and equipment up to, or maintain it at, the condition of 5 or 6 (average) or level 3 or 4 (good) or level 1 or 2 (excellent) depending on the importance of the building
- Ranking of these maintenance works and longer-term renewals in order of priority, and
- Determination of actions by the assessor to mitigate any immediate risk until remedial works or other actions can be taken to address problems.

1.6 Asset Capacity and Performance

Our Condition Assessment tools and practices are building from our core level of condition assessment to an advanced level of Asset Management, and now incorporate asset function and capacity reporting capability. These attributes respectively assess an asset's ability to cater for the level of use it is subjected to and an assets compliance with Australian standards and construction requirements. We are adopting a staged implementation for incorporating these into our asset inspection and monitoring processes.

1.7 Acquisition and New Assets

New assets are those that did not previously exist, or works have resulted in an upgrade or improvement to an existing asset beyond its existing capacity and or function.

New assets can arise through:

- Construction works funded through Council as per the adopted Delivery Program, funded through Council funds, grants, developer contributions, sale of assets/land
- Construction of infrastructure gifted to Council from developers
- Infrastructure gifted to Council from other bodies, such as the State Government or bequests
- Fitout infrastructure acquired due to expiry of lease

During the financial year (2023/2024), we are planning the following new assets:

- Little Manly Point Amenities
- Manly West Park Shed
- Warriewood Valley Community Centre

The functional impact of adding new building assets is an increased level of service to the community. The overall cost impact is often negligible as we expect an increase in maintenance and operational costs where floor area has increased but a decrease in maintenance costs of the new materials and plant. Notable exceptions are the addition of new plant items that did not exist prior, such as lifts or fire equipment systems, that have strict maintenance regimes and associated costs.

Our 10-year capital new works program is shown in Table 3 below. Details of this program can be found in Section 6.3 Capital New - Long Term Financial Plan

Table 3 Capital New Program - Building Infrastructure Assets (\$000)

Delivery Program					LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
TOTAL	22,330	6,815	-	-	-	-	-	-	-	-

Note: Some capital new projects have an element of renewal as they are considered upgrades to the existing asset, and these projects are split in the Long Term Financial Plan, however the total figures remain the same.

1.8 New Asset Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources including community requests, Council resolutions, grant availability and proposals identified by strategic plans, which are developed in conjunction with Councillors, community, and other organisations. Our works programs are developed using input from all stakeholders as above cross-referenced against technical condition.

1.8.1 Standards and Specifications

The design and construction of each new asset is undertaken in accordance with the NBC [Capital Works Project Management Methodology \(CapexPMM\)](#). CapexPMM is a Promapp business process mapping tool, incorporating Prince2 project management methodology, that consists of Start-up, Planning, Design Delivery, Construction Delivery and Post Delivery phases, to ensure a consistent and professional approach to capital projects. Standards, specifications, and handover processes are included in CapexPMM methodology.

Acquisition of assets methodology follows the Post Delivery phase of the CapexPMM including the handover process.

1.9 Operational Activities

Operational activities are recurrent activities that are continuously required to provide services. The following activities are considered operational:

1.9.1 Facilities Management Team:

- Cleaning – housekeeping / hygiene
- Consumables – toilet paper, washing up detergent, key replacement
- Garden and vegetation management
- Indoor plant hire
- Pest control
- Portaloo hire
- Security monitoring and callouts
- Sullage pump out
- Staff costs – general administrative costs including travel, uniforms, staff training, administration, IT equipment, accommodation, motor vehicles
- Staff management
- Testing and tagging of electrical equipment
- Waste disposal, rubbish removal

1.9.2 Building Assets Team:

- Asset inspection
- Asset condition reports
- Asset data collection

- Asset inspection
- Asset mapping
- Asset reporting
- Asset revaluations including schedules

1.10 Maintenance Activities

Maintenance activities are actions for retaining the asset as near as practicable to an appropriate service condition including regular on-going day-to-day work necessary to keep assets operating. These activities are not intended to improve the condition of the asset but retain it from degrading or deteriorating to a condition where it will no longer operate as designed.

Maintenance activities can be routine (i.e. undertaken at regular planned frequencies) or reactive (i.e. in response to an event or issue).

Building maintenance is managed by Council's Facilities Team who has extensive technical skills and building management experience. Maintenance work is undertaken by a mix of Council trades' staff and external service providers, who are engaged via a panel of trade services contractors, who are used for responsive maintenance, when internal staff resources are fully utilised. Specialist contractors are engaged under fixed term or one-off contracts to undertake specialist planned and responsive maintenance e.g. air conditioning services and lift maintenance. Cleaning services are provided under formal fixed term contract arrangements. Other smaller specialists' works may be engaged on an ad-hoc basis as required in accordance with Council's procurement policies.

Council leases and licences the occupation and use of a number of building assets to community groups, sporting clubs, and private enterprises. As such, Council's Facilities Team works closely with the Commercial Property Team to ensure that maintenance is undertaken to support the needs of the tenants and building users. To ensure tenants and licensees are aware of their maintenance responsibilities, all agreements specify a clear delineation of the difference between operations, maintenance and renewal is included, as well as transparent allocation of responsibilities for each party.

1.10.1 Routine Maintenance

Routine maintenance is regular planned work that is identified and managed through our maintenance systems and processes (i.e. planned maintenance schedules). Routine maintenance activities include those listed in Table 4 below.

Table 4 Routine Maintenance Activities for Buildings

Asset Maintenance Activities	Hierarchy (1-4)	Frequency	Comments
Air Conditioning	1/3/4	M/Q/HY/Y	Dependent upon plant and equipment installed
Alarms (Security)	3	Yearly	Can be more frequent depending on facility type
Alarms (Fire)	1	Monthly	Mandatory
Asbestos containing materials management	2/4	As required	Condition based.
Back-flow prevention devices	1	Yearly	Mandatory
Carpet deep cleaning	3	Daily/Weekly	Condition based. Earlier or later if required.
Cooling Towers	1/2/3	Monthly/Quarterly	Mandatory
Emergency and Exit lighting	1	6 Monthly	Mandatory
Fire Dampers	1	20% per year	Mandatory
Fire Extinguishers	1	6 Monthly	Mandatory
Flame- retardant spray	1	10 - 15 years	Mandatory
Floor coverings partial renewal	4	10 – 20 years	Condition based
General property inspection	3	3 yearly	As minimum
Generator Service	3	Quarterly	As minimum

Grease traps	1	Quarterly	Mandatory
Fall Arrest Systems	1	Yearly	Mandatory
Lifts	1/3	Quarterly	As per manufacturer's requirements
Painting	4	7 yearly	Condition based. Earlier or later if required.
Pool maintenance (chlorine, filtration, etc.)	2/3	Daily	Dosage will vary depending on demand
Pressure Vessel Testing	1	Yearly	Mandatory
RCD Testing	1/2	Yearly	Mandatory
Roof and gutter inspections and cleaning	3	M/Q/HY/Y	Condition based.
Smoke Alarms	1	6 Monthly	Mandatory
Thermostatic mixing Valves	1	Yearly	Mandatory
Thermographic Scanning of Switchboards	2/3	Yearly, Selective	Also, on an as needs basis
Amenities cleaning	3	Daily/ Twice weekly	Depends on usage patterns and demand
Electrical tagging of appliances	1/2	Annually	Condition based. Earlier or later if required.
Garden maintenance	3	Weekly	Depends on type of plants, usage of area and for what purpose
Kitchen cleaning	2/3	Daily	Also, on an as needs basis
Pest control	3	Monthly for offices	May demand more frequent control depending on type of facility
Window cleaning	4	6 Monthly	Condition based. Earlier or later if required.

Hierarchy: 1- Mandatory, 2 - Health and Safety, 3 - Operational, 4 – Periodic

1.10.2 Reactive/Responsive Maintenance

Reactive or responsive maintenance is unplanned work carried out in response to a failure or issue with the asset. Customers can submit service requests through our Customer Request Management (CRM) system, via our website or through our Customer Service Centres. Staff are also able to report issues through CRMs.

Reactive maintenance activities include:

- **Corrective and breakdown maintenance** - restores an asset to operational condition following an unforeseen failure.
- **Incident maintenance** - brings an asset back to an operational or safe condition following damage caused by storms, fire, disaster, forced entry, misuse, or vandalism.

The response to any specific maintenance problem depends upon many factors which need to be weighed. The Facilities Team use their professional expertise and judgement, consulting technical standards, and seeking further advice as necessary to develop the most appropriate course of action. Some factors that are considered when performing maintenance include:

- Risk levels and likely residual risk following completion of works
- Urgency / criticality of the works
- Council's business needs
- Impact on ongoing operations
- Current condition
- Service level agreements
- Council's contractual and legal obligations
- Technical performance
- Regulatory compliance
- Availability of resources
- Value for money
- Energy and water efficiency
- Alternative design solutions

In order to manage customer expectations, control workflow and ensure that each maintenance task is dealt with appropriately, responsive works are prioritised in accordance with Table 5. Each task created is allocated a priority accordingly and forwarded to Council's trade services contractors and other contractors who are required to respond within their contractual agreed time frames.

Table 5 Reactive Maintenance Priorities for Building Infrastructure

No	Priority	Example	Response
P1	Emergency Requests	Major system or utility failure, safety hazard, security breach, or event that has an immediate, serious and ongoing adverse impact on the Council's or a tenant's business operation, may result in serious damage to property or injury to persons. Emergencies requiring attendance of public emergency services should first be raised by calling '000'.	Council representative will respond within 30 minutes and will be onsite within 2 hours.
P2	Urgent Requests	Significant system, utility failure, security breach or event. Works that must be initiated to prevent rapid deterioration of property or risk of personal injury.	Council representative will be onsite within 1 business day.
P3	Routine Requests	Normal requests for maintenance to be undertaken resulting from minor service failures or events.	Council representative will be onsite within 5 business days.
P4	Deferred Works	Miscellaneous requests for maintenance to be undertaken that have little impact upon the normal operation of a facility. Works that have been downgraded from a higher priority or follow up works necessary to complete an earlier higher priority request.	Facilities will advise the customer of anticipated completion time. Otherwise default is 6 weeks to complete.

Responsive/Reactive maintenance tasks are identified and captured in several ways:

Council Staff

Council staff can report maintenance concerns or make specific maintenance requests via the Facilities Helpdesk (TEAMS, email and telephone) or Customer Service. Requests are entered into Council's Asset Management System, Technology One. A task is generated and actioned via the Facilities dispatch process to an appropriate resource to carry out the necessary action.

External Customers

Council operates a 24 hour a day Customer Service centre which takes calls from the public, tenants, and user groups. Where these requests are to report maintenance items the calls are logged into the Asset Management System which automatically generates tasks that are allocated to the Facilities Team to take appropriate action.

Additionally, Council's website contains a 'Request a Service' portal wherein any person with internet access can lodge details of a maintenance request or complaint. These entries automatically lodge the request into the Asset Management System and generate tasks in the system, which are allocated to the Facilities Team to take appropriate action.

Contractors

Contractors cleaning public amenities can report maintenance issues within and around the amenities that they clean using a mobile application. The application can capture text and images and is formatted with drop down selection fields and tick boxes for ease of use in the field. Submissions automatically generate tasks within the Asset Management System and allocate them to the Facilities Team for action. This mechanism is particularly effective for the early capture of building vandalism and toilet blockages.

Other contractors undertaking planned or responsive maintenance tasks using Council's mobile Asset Management System have the ability to report observations and findings including recommendations for further works. This enables the Facilities officer monitoring the work to take follow up action as necessary. Contractors are also encouraged to report by telephone any other maintenance needs they may have noticed.

Facilities Team

Members of the Facilities Team can create tasks directly into the Asset Management System. Requests may have been received by e-mail to an individual, who can then create a relevant task and take action. Facilities officers frequently visit buildings and, whilst attending, undertake ad-hoc informal inspections that often identify responsive type maintenance required. Where this occurs, the officer creates a task directly in the Asset Management System.

1.10.3 Maintenance Budget

Maintenance budget levels are inadequate to meet the current and projected service levels, which may be less than or equal to current service levels, but more likely higher. During the last few years, maintenance budgets have been reduced due to budgetary constraints including response to the Covid pandemic and Emergency Services Levy. Together with reduced renewal funds, this has led, and continues to lead, to higher maintenance costs as buildings are repaired continually instead of being renewed due to a lack of available capital renewal funds.

This is described further in Section 4- Summary of Emerging Issues and Section 5 – Unfunded Programs.

The current maintenance expenditure forecast in AMP is based on the current year increased by CPI over the 10-year period. The process for budget planning has been based on historical spend, usually pro-rated of the year-to-date costs at the time of budgeting but including any known contract increases or activities. This is also cross-referenced against maintenance ratio against GRC expected between 1-1.5%.

Emerging issues for maintenance are repair cost increases due to an increase in storm intensity due to climate change. HVAC systems are being utilised more often with subsequent increase in wear and tear due to the warming climate and more extreme hot weather days. According to IPCC, 2021: Summary for Policymakers, Council should expect these costs to continue to rise until the end of the century.

Council has also seen an increase in regulatory compliance costs with items such as fire compliance, bushfire compliance, employee/contractor safety, and employee wellbeing being more prominent and expected to remain that way.

The bottom-up approach to maintenance cost calculation is seen as a point of future improvement.

The projected 10-year lifecycle costs for building assets includes CPI, new, renewal, maintenance, operational and disposal costs. Further details can be found in Section 1.14 Forecasted Lifecycle Costs.

1.11 Asset Renewal

Renewal work is major work which restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to its original service potential is considered an acquisition and will require additional future operational and maintenance costs.

Assets requiring renewal are identified by:

- Data in the asset register projects the remaining useful life of a building and therefore the year renewal is required,
- Building condition data which provides the status of the actual physical condition of buildings, and
- Customer feedback.

Our 10-year capital new works program is shown in Table 6 below. Details of this program can be found in Section 6.4 Capital Renewal - Long Term Financial Plan

Table 6 Capital Renewal Program - Building Infrastructure Assets (\$000)

Delivery Program					LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
TOTAL	4,695	8,024	8,656	8,994	9,922	10,158	10,699	10,964	11,238	11,519

1.11.1 Renewal Program Preparation

Our approach to renewal is to deliver renewal in line with depreciation expense to ensure that the assets are maintained at the appropriate condition. Large one-off renewals of buildings, such as the renewal of the Warringah Aquatic Centre, must be planned and accounted for considering the financial resources for the whole organisation.

In some cases, it is not considered financially viable to renew a building which has a deteriorating condition and therefore increasing depreciation expense. Renewal costs are weighed up against current and predicted future use to determine the course of action.

We prepare our renewal programs and projects to meet the level of service objectives by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,
- Undertaking project scoping, in the year(s) prior to the project delivery, to identify:
 - the service delivery 'deficiency', present risk and optimum time for renewal,
 - the project objectives to rectify the deficiency,
 - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency,
 - evaluate the options against evaluation criteria, and
 - select the best option to be included in capital renewal programs.
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible, and
- Procuring the right quality of builder to deliver excellent renewal outcomes.

1.11.2 Renewal Program Prioritisation

There are three key drivers used to prioritise the capital works program selection:

- **Asset condition:** The condition assessment undertaken on each building asset component, along with its depreciation and replacement cost determines the estimated remaining useful life and indicative renewal time frame to maintain the building. Further, repeat failures identified through maintenance logging may also indicate the need for renewal.
- **User requirements:** Each building is assessed for suitability to the needs of the building users. These user needs are generally based on either capacity or functional requirements. A building may be in a condition that does not indicate the need for renewal, but if the service it provides is redundant or does not meet the needs of any user, the building is not delivering the right level of service to the community.
- **Financial business case:** The level of investment required to operate, maintain and renew the building over its life is essential information to be able to justify whether a project or program of works will deliver a level of service in a financially sustainable manner.

Further work is required and identified as an improvement to prioritise asset renewal across asset classes.

1.11.3 Renewal Practices

All works are designed and constructed in accordance with the latest building codes (Building Code of Australia) and standards (Australian Standards). This includes health and amenity, fire safety, energy efficiency, accessibility, waste and the like. Council sustainability standards also feature prominently in all renewals.

1.12 Infrastructure Backlog

Infrastructure backlog is described as an estimate of the cost to renew or rehabilitate existing assets that have reached the condition-based intervention level adopted by Council.

The infrastructure backlog as at 30 June 2023 for our Building Assets is shown in the table below, as reported in the Annual Financial Statements, shown in Table 7 below.

Table 6 Infrastructure Backlog for Building Infrastructure Assets

Asset Class	Infrastructure Backlog FY 2022/23
Buildings	\$5,870,000

The development of renewal programs aims to target assets in poor and very poor condition whilst balancing risk to determine the priority of undertaking renewal works. The level of funding may influence renewal priorities and strategies for assets in poor condition.

The infrastructure backlog for our Building Assets is shown in Table 8 and Figure 4 below and shows an increasing level of backlog over the last four (4) financial years.

Table 8 Infrastructure Backlog for Building Assets

Financial Year	Infrastructure Backlog
2022-2023	\$5,870,000
2021-2022	\$5,966,000
2020-2021	\$5,710,000
2019-2020	\$3,697,000

Figure 4 Infrastructure Backlog for Building Assets

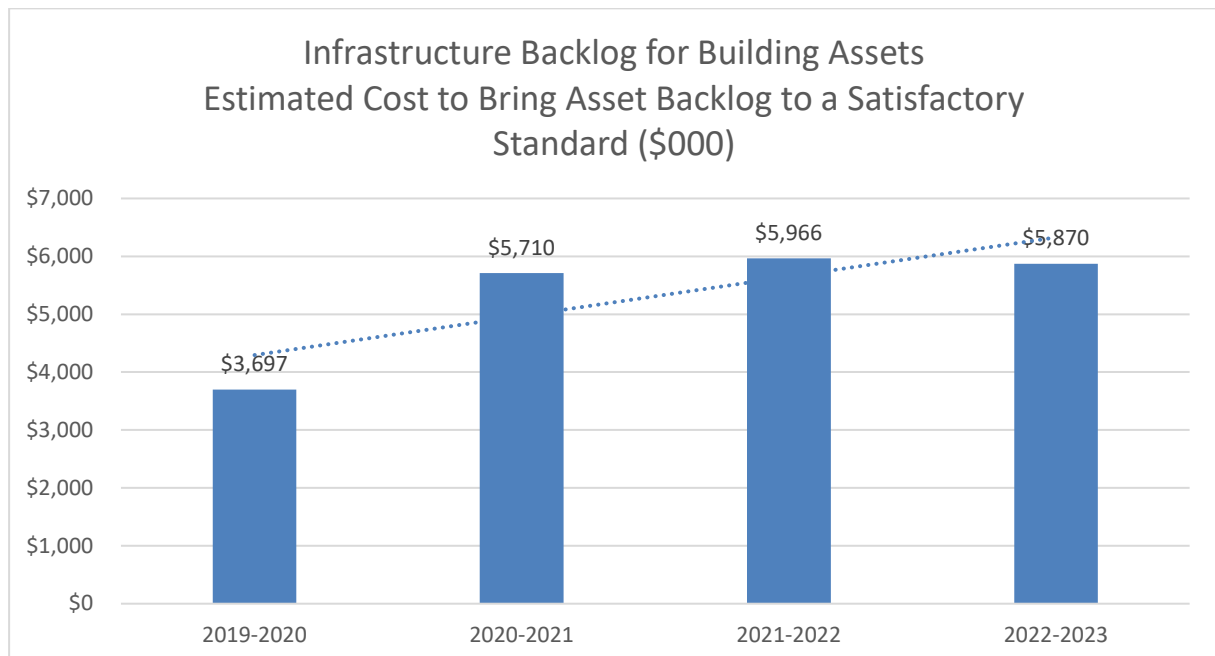


Table 9 provides details of how the buildings infrastructure backlog is currently being addressed for Condition 4 and 5 assets.

Table 9 Proposed Treatment for Buildings Infrastructure Backlog

Building	Reason
Ivanhoe Park Preschool	Being replaced by a park, expected 23/24
Manly 40 Stuart St Dwelling	Being replaced by a park, expected 23/24
Warringah Recreation Centre Clubhouse	Being demolished/replaced with a new complex 24/25
Warringah Recreation Centre Squash Courts	Being demolished/replaced with a new complex 24/25
Boondah Reserve Field 5 Amenities	Being replaced by a park, expected 25/26
Newport 62 Hillside Road Dwelling	Being replaced by a nature reserve, expected 25/26
North Manly Bowling Club	Being replaced by tender process 25/26
North Manly Bowling Club Shed	Being demolished tender process 25/26
Warriewood Meals on Wheels	Being replaced by a new building, expected 25/26
Warriewood Nelson Heather Centre	Being replaced by a new building, expected 25/26

1.13 Asset Disposal

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Disposing of building assets follows identification based on:

- Under utilisation
- Obsolescence
- Current service provision exceeds required level of service
- Uneconomic or inefficient to upgrade or operate
- Policy change
- Service may be provided by other means (e.g. private sector or other government department)
- Potential risk of ownership (e.g. financial, environmental, legal, social, vandalism)

Council will continue to strategically consider the suitability and potential disposal of buildings within the existing portfolio to address the needs of the community. This evaluation will be based on:

- Demographics and community preferences
- Suitability of existing buildings/complexes and ability/cost of improving and/or augmenting
- Non-ownership options, achieving desired social outcomes by contribution to community owners of suitable assets (e.g. community trusts, private owners)
- Existing Council owned community facilities in the catchment area
- Availability of privately owned facilities such as meeting rooms in Clubs
- Usage patterns
- Site selection
- Level of Service provided
- Cost/benefit analysis, taking into account cost recovery, sales, operating and maintenance costs, initial construction costs and subsequent operating and capital renewal costs, i.e. full life-cycle costs

Council is committed to its involvement with the supply of buildings and any consideration of future disposals will be measured against the effect on the community and Council's commitment.

Building assets identified for possible future disposal are shown in Table 10 below:

Table 10 Future Disposals - Buildings

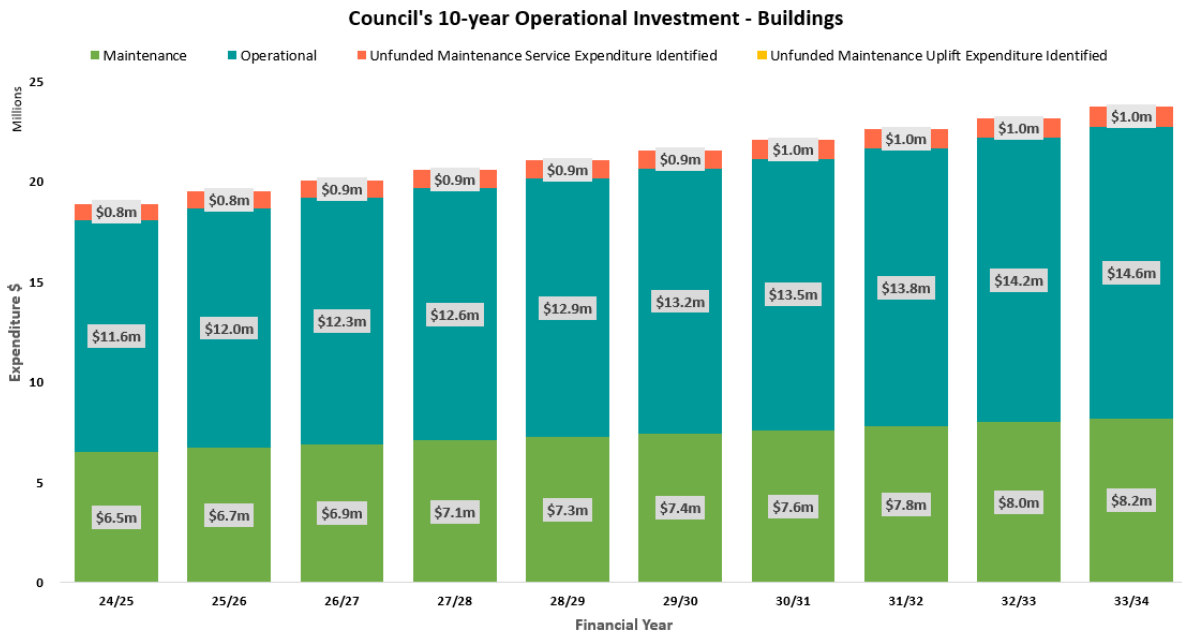
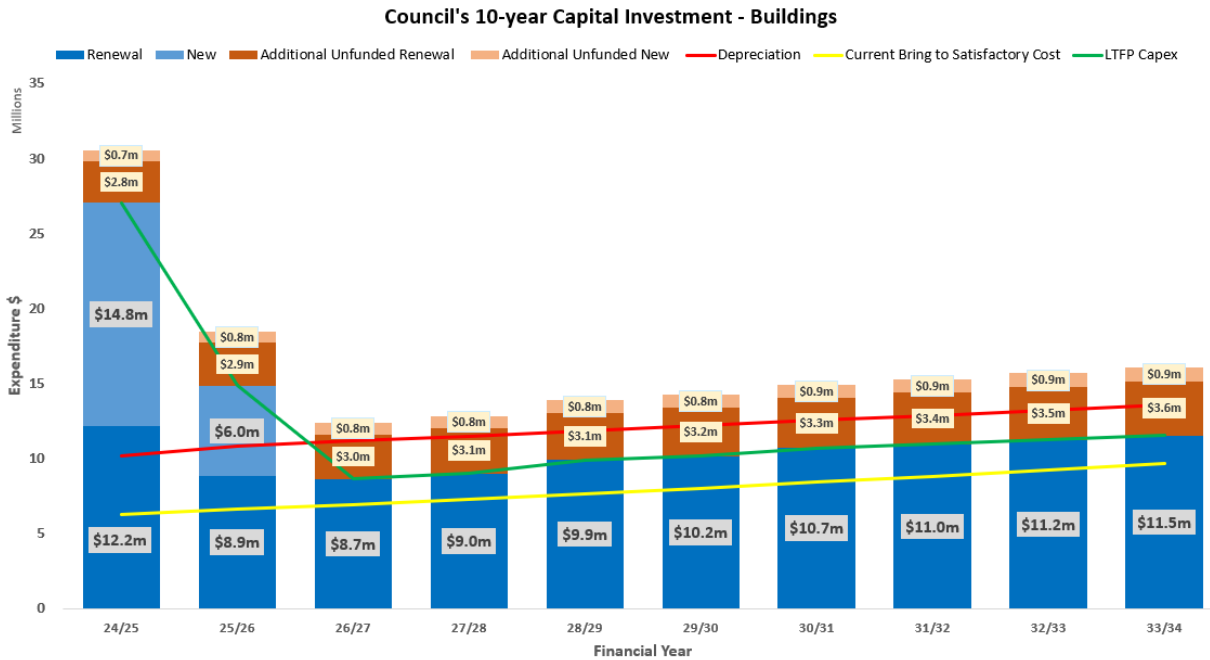
Asset	Reason for Disposal	Estimated Timing
Ivanhoe Park Preschool	Function Issue	2023/24
Manly 40 Stuart St Dwelling	Function Issue	2023/24
Warringah Recreation Centre Clubhouse	Function Issue	2024/25
Warringah Recreation Centre Squash	Condition Issue	2024/25
Boondah Reserve Field 5 Amenities	Condition Issue	2025/26
Newport 62 Hillside Rd Dwelling	Condition Issue	2025/26
North Manly Bowling Club	Function Issue	2025/26
North Manly Bowling Club Shed	Function Issue	2025/26
Warriewood Meals on Wheels	Condition Issue	2025/26
Warriewood Nelson Heather Centre	Condition Issue	2025/26

The future disposed assets will have minimal impact on income as most are replacements of existing buildings apart from 40 Stuart Street, Little Manly where there will be a permanent loss of rental income as this site will be turned into parkland.

1.14 Forecasted Lifecycle Costs

The various capital and operational programs presented above are shown in Figure 5 below and represent the forecasted lifecycle costs over the next 10 years from the Long Term Financial Plan.

Figure 5 Building Asset Expenditure



1.15 Asset Management Roles in Business Units

Asset management roles have been assigned to ensure all associated asset management procedures are assigned a responsible officer. Roles also dictate review, compliance, emergency, legal and approval processes for building asset management, as shown in figure 6 below.

Figure 6 Roles and Responsibilities in Asset Management

Team	Responsibilities
Executive Manager	Determines strategic objectives of the Property business unit and associated building asset class. Networks to Council Executives and government agencies. Interaction with Council Committees and Councillors. The Executive Manager is the responsible asset owner for this Asset Management Plan.
Manager Building Assets – Planning, Design and Delivery	Responsibility for the management of Council's building portfolio including capital new and capital renewal program planning, design and delivery, asset disposals, maintaining asset registers, mapping, asset revaluations, investigations, owner's consent to minor works on Council buildings and financial reporting.
Senior Asset Officer	Responsibility for maintaining and updating the building asset attribute information and Asset Management Plan, including coordination of building assets revaluation. Building insurance schedule maintenance. Building owner's minor works consent liaison and review. Public toilet user group alternative.
Facilities Management and Services	Responsibility for the management of Council's building portfolio including facilities maintenance and operations (programmed and reactive), building trades and hospitality services.
Property Commercial and Tourist Assets	Responsibility for the management of Council's building portfolio including leasing, licencing, land dealings, Council cemeteries (Manly and Mona Vale), Council tourist assets (Lakeside Holiday Park, Currawong Beach Cottages, Pittwater Golf Centre, Avalon Golf Course, Warringah Recreation Centre).
Local Emergency Management Officer (LEMO)	The Resilience and Emergency Management Coordinator is Council's Local Emergency Management Officer (LEMO) as required by the State Emergency and Rescue Management Act, 1989 providing executive support to the Local Emergency Operations Controller (NSW Police) and all emergency services/supporting agencies. The LEMO is also the delegated Chair of the Local Emergency Management Committee (LEMC).
Director - Transport and Assets	Financial delegation for approval of works exceeding Chairperson for the Strategic Asset Management Group (comprises Executive Manager representatives from all asset categories, Finance and Strategic Planning)
Chief Financial Officer	Provides strategic guidance regarding financial management of building assets and audits.
Chief Executive Officer	High level analysis of asset performance with particular attention to being a high performing Council in Asset Management.

2. ASSET MANAGEMENT IMPROVEMENTS

The identification of improvements is based on:

- Requirements due to new regulatory requirements such as Office of Local Government
- Requests for information from internal stakeholders or community
- Recommendations from internal and external audits
- Ongoing best practice methodologies such as IPWEA or ISO55001
- Internal review of our asset management practices

These improvements are included in our Asset Management Improvement Plan in Section 11.2 of [2024/002578 - 2023 Northern Beaches Council Infrastructure Asset Management Plan \(AMP\)](#)

3. BUILDINGS RISK REGISTER

Risk management is an important part of asset management planning. The purpose of infrastructure risk management is to document the findings and recommendations resulting from identifying, assessing and treating risks across our infrastructure portfolio. The risk will change over time, and our assessments are completed periodically to ensure the management of our risks is valid and appropriate for the time. Our infrastructure risk management assessments and plans have identified high, medium and low risks across our asset portfolio.

The NBC Enterprise Risk and Opportunity Management Policy² and Enterprise Risk and Opportunity Management Framework³ have been utilised in the risk assessment of infrastructure assets. These documents provide a consistent, systematic and considered approach to the identification, management and reporting of risk across the organisation. Council's approach to Enterprise Risk and Opportunity Management (EROM) is consistent with the Australian/New Zealand Risk Management Standard: AS/NZS ISO 31000:2018.

The Buildings Risk Register Table 11 below identifies the infrastructure risk profile for Buildings assets and describes the controls measures identified address these risks.

² [2024/140496 - Enterprise Risk Management Policy - Update \(Feb 2024\)](#)

³ [2024/111765 - 6.19 - Enterprise Risk Opportunity Management Framework](#)

Table 11 Buildings Risk Register

Risk Reference Number	Risk or Opportunity Description	Root Causes / Situations where the risk or opportunity may arise	Consequences	Inherent Risk (with NO controls)			Residual Risk (with controls in place)			
				Likelihood	Consequence	Inherent Risk Score	Current Controls	Likelihood	Consequence	Residual Risk Score
BUILD-01	HVAC (Heating, Ventilation & Air Conditioning) service failure	HVAC service failure due to maintenance or renewal issues causing asset failure	HVAC service failure to Council offices. Unacceptable working environment.	1. Almost Certain	1. Minor	Medium	Maintenance contract - Inspection & Maintenance	2. Likely	1. Minor	Low
BUILD-02	Potential for exposure to asbestos in buildings constructed prior to 2004	Exposure due to asbestos containing material	Release of asbestos fibers. Staff or public exposure.	5. Rare	4. Major	Medium	Asbestos register. Contractor maintenance.	5. Rare	4. Major	Medium
BUILD-03	Potential for exposure to lead, SMF & PCB in buildings constructed prior to 2004	Exposure due to lead based paint, SMF (synthetic mineral fibre) insulation & PCB (poly chlorinated biphenyl) light fittings	Staff and/or public health affected.	5. Rare	1. Minor	Low	Hazmat register. Contractor maintenance.	5. Rare	1. Minor	Low
BUILD-04	Cooling towers - potential for public safety incidents from exposure to legionnaires disease	Legionella bacteria growth in cooling towers	Legionella outbreak in the community.	3. Possible	5. Severe	Extreme	Maintenance contract - Inspection & Testing	5. Rare	5. Severe	High
BUILD-05	Fire detection/suppression systems fail to operate	Hardware or software not operating correctly due to malfunction, physical damage, user error, incorrect operating environment, wrong hardware, poor condition or software error	Fire damage/injury/death due to detection failure	3. Possible	4. Major	High	Maintenance contract - Inspection & Testing	4. Unlikely	4. Major	Medium
BUILD-06	Firefighting equipment failure to operate	Hardware not operating correctly due to malfunction, physical damage, user error, incorrect operating environment or poor condition	Fire damage/injury/death due to equipment failure	3. Possible	4. Major	High	Maintenance contract - Inspection & Testing	4. Unlikely	4. Major	Medium
BUILD-07	Annual Fire Safety Statements not submitted	Human error	Council served with fire order. Failure to fulfill statutory compliance requirements	3. Possible	4. Major	High	Maintenance contract - Inspection & Testing	4. Unlikely	4. Major	Medium
BUILD-08	Exit doors blocked during an emergency	Doors jammed shut due to hardware issue or blockage due to items such as boxes, pallets or cars	Fire damage/injury/death due to blocked fire exits	3. Possible	5. Severe	Extreme	Maintenance contract - Inspection & Maintenance	5. Rare	5. Severe	High
BUILD-09	Exit doors not closing properly allowing spread of fire or illegal entry of persons causing theft or vandalism	Hardware or software not operating correctly due to malfunction, physical damage, user error, incorrect operating environment, wrong hardware, poor condition or software error	Fire damage/injury/death and or theft/vandalism due to fire door malfunction.	3. Possible	5. Severe	Extreme	Maintenance contract - Inspection & Maintenance	4. Unlikely	5. Severe	High
BUILD-10	Stairs, platforms, stages & balustrades - potential for public safety incident due to fall from height	Fall from height due to maintenance or renewal issues causing instability or asset failure	Serious injury or death from stairs, etc. failure	3. Possible	5. Severe	Extreme	Maintenance contract - Inspection & Testing	5. Rare	5. Severe	High

Risk Reference Number	Risk or Opportunity Description	Root Causes / Situations where the risk or opportunity may arise	Consequences	Inherent Risk (with NO controls)			Residual Risk (with controls in place)			
				Likelihood	Consequence	Inherent Risk Score	Current Controls	Likelihood	Consequence	Residual Risk Score
BUILD-11	Roof workers - potential for tradesperson safety incident due to fall from height	Fall from height due to inadequate safe work method/implementation and or lack of roof access safety system	Serious injury or death from stairs, etc failure	3. Possible	5. Severe	Extreme	Maintenance contract - Inspection & Testing	5. Rare	5. Severe	High
BUILD-12	Structural failure or exceeding capacity on cantilevered structures such grandstands, balcony or mezzanine floor	Exceeding weight capacity and or failure due to spalling or physical damage	Serious injury or death due to collapse of structure	3. Possible	5. Severe	Extreme	Regular checks and testing	5. Rare	5. Severe	High
BUILD-13	Structural failure of large span structures in harsh environments such as WAC and MAC	Partial or full roof collapse due to chemical degradation of roof components caused by high chlorine and humidity content of the air	Serious injury or death due to collapse of structure	3. Possible	5. Severe	Extreme	Regular checks and testing	5. Rare	5. Severe	High
BUILD-14	Floor level change, slip ratings - potential for public safety incident	Trips and slips	Serious injury due to slips and trips	3. Possible	4. Major	High	Maintenance contract - Inspection & Testing	4. Unlikely	4. Major	Medium
BUILD-15	Glass doors, sidelights, full length glass panels - potential for public safety incident	Lack of safety glass and/or safety marking decals	Serious injury due to walking through glass	3. Possible	4. Major	High	Maintenance contract - Inspection & Testing	5. Rare	4. Major	Medium
BUILD-16	Asset damage due to water ingress in building assets - roof & fitout components	Water ingress due to overflowing gutter, etc	Water damage to buildings Financial cost to repair or renew	2. Likely	1. Minor	Low	Maintenance contract - Inspection & Maintenance	3. Possible	1. Minor	Low
BUILD-17	Lift failure - potential for public safety incident	Lift failure	Passenger(s) trapped leading to serious injury or death	3. Possible	4. Major	High	Maintenance contract - Inspection & Maintenance	5. Rare	4. Major	Medium
BUILD-18	Multi-storey above ground carparks - potential for public safety incident and/or property damage due to vehicle travelling through wall or barrier	Vehicle travels through external wall/barrier	Injury / death to occupants and or pedestrians	3. Possible	4. Major	High	Regular checks and testing	5. Rare	4. Major	Medium
BUILD-19	Amenities buildings - potential for public health and/or public safety incident due to sewage overflow	Sewer pit overflow	Raw sewage discharge into public space	3. Possible	2. Moderate	Medium	Maintenance contract - Inspection & Maintenance	5. Rare	2. Moderate	Low
BUILD-20	Hot water system failure - potential for public safety incident	Thermostatic mixing valve (TMV) failure	Possible hot water scalding injury	3. Possible	1. Minor	Low	Maintenance contract - Inspection & Maintenance	5. Rare	1. Minor	Low

Risk Reference Number	Risk or Opportunity Description	Root Causes / Situations where the risk or opportunity may arise	Consequences	Inherent Risk (with NO controls)			Residual Risk (with controls in place)			
				Likelihood	Consequence	Inherent Risk Score	Current Controls	Likelihood	Consequence	Residual Risk Score
BUILD-21	Potential for public health and/or public safety incident due to backflow prevention device failure	Backflow prevention device failure	Contamination of potable water supply	3. Possible	1. Minor	Low	Maintenance contract - Inspection & Maintenance	5. Rare	1. Minor	Low
BUILD-22	Retrospective laws or building regulations enforced causing loss of building availability	Building unavailable due to statutory change such as ACP (aluminium composite panels) retrospective removal requirements	Lack of building availability	5. Rare	2. Moderate	Low	Notification via trade news - Ongoing review	5. Rare	2. Moderate	Low
BUILD-23	Auto door/roller door/gate failure - potential for public safety incident	Auto door/roller door/gate failure causing entrapment and or physical injury to users	User(s) trapped leading to potential serious injury or death	3. Possible	4. Major	High	Maintenance contract - Inspection & Maintenance	4. Unlikely	4. Major	Medium
BUILD-24	Solar PV/Battery System failure - potential fire or electrocution	Faulty, worn and or damaged wiring causing fire or electrocution of tradespeople	Loss of building and/or life	3. Possible	4. Major	High	Maintenance contract - Inspection & Maintenance	4. Unlikely	4. Major	Medium

4. SUMMARY OF EMERGING ISSUES

A number of emerging issues need to be considered and resolved over the next ten years, to be able to provide certainty for our infrastructure planning. These issues can be summarised as follows:

4.1 Cost Considerations:

- Many of our surf clubhouses are experiencing growth in multiple areas, requiring larger facilities to accommodate the groups, including lifeguards, using the facilities. Surf clubhouses are generally located on or close to beaches in extremely harsh environments and subject to global warming storm effects, ocean acidification and sea level rise. In many cases the most cost effective way to meet regulatory and community needs is to re-build at a cost of between \$5-15 million per surf clubhouse.
- It is expected that energy costs will continue to decrease due to extensive energy efficiency measures as part of any new build together with energy efficiency works programs.
- Building resilience associated with the climate change and the Climate Emergency declaration of Council (Notice of motion 26/2019 dated 27/8/2019) across our buildings portfolio will result in solutions exceeding current project and program budgets.
- This AMP has identified a shortfall between budgeted operations and maintenance expenses versus what is required by the assets. This shortfall is due to deferral of renewal programs leading to increasing maintenance expenses.
- It is expected that due to an increase in storm intensity, heatwaves and floods due to climate change, maintenance repair costs are also expected to increase.
- Council has also seen an increase in regulatory compliance costs with items such as fire compliance and employee/user safety being more prominent and expected to remain that way.
- Organisational ambition whereby strategy and place plans that require buildings are not funded but written into plans.

4.2 Service Considerations:

- Community expectations and usage of public amenities are increasing across the LGA. There is increased funding for renewal, maintenance and cleaning. There is also a higher priority to provide inclusive amenities such as those required for women's participation in sport, and for those in the community with special needs such as mobility issues or cognitive issues.
- A trend towards additional multi-purpose community centre space, especially in the town centres of Manly and Dee Why. There is also more demand for additional cultural space for creative arts and exhibition space for the LGA.
- Functionality and capacity requirements of building assets are constantly changing for sports such as lawn bowls, golf and futsal. For example, demand for bowling greens and golf courses has diminished whilst demand for mountain biking facilities, pickleball courts, synthetic turf sports facilities and skate parks has increased. Innovative solutions such as lockable storage attached to existing buildings is going some way to meet the ever-increasing storage requirements of clubs as clubs expand and additional user groups share the one building. Capacity requirements need to also be flexible to meet continual changes to building planning regulations and population intake requirements of state and federal government.
- Technological and innovative materials used within buildings, gathering/analysing building data and changing functional use due to technology will continue to affect how we manage our building infrastructure.

5. UNFUNDED PROGRAMS

A review of the current asset renewal and maintenance programs and the associated levels of Unfunded Programs has been undertaken as part of this AMP refresh. Infrastructure funding gaps have been identified within this Asset Management Plan, with the table below showing a summary of funding shortfalls in the following categories:

- Asset Renewal Gap
- Asset Maintenance Gap
- Uplift in Service Gap
- New Assets Gap

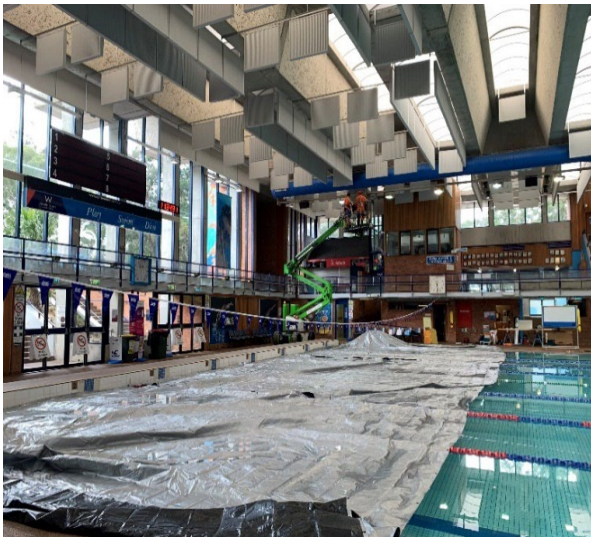
Category	Gap (\$m)
Renewal Gap	\$22.2
Maintenance Gap	\$8.0
Uplift in Service Gap	\$11.7
New Asset Gap	\$0
Total Unfunded Asset Management Plan	\$41.9m

Below is a snapshot of some of the current issues impacting the size and growing nature of the Unfunded Programs:

Description of Unfunded Programs issues

Warringah Aquatic Centre – Aging Facility

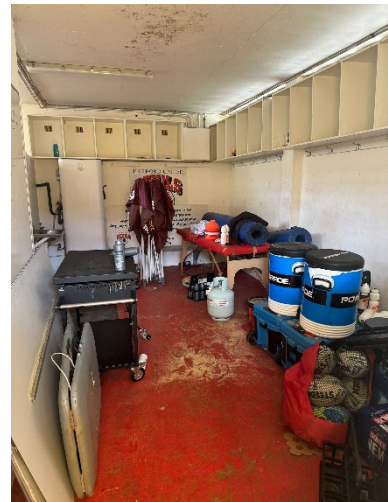
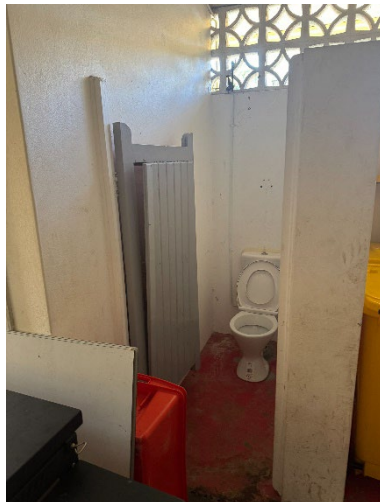
- Deteriorating asset that is reaching the end of its useful life
- Costs increase as the building condition deteriorates
- The cost of intervention is significant and highly disruptive



Description of Unfunded Programs issues

Accessible and Equitable Sports Facilities

- Design and suitability of sports buildings does not meet modern expectations
- Too small for increasing number of participants, including storage
- Increasing female participation is a need of every club
- Increased level of service is **not** included in renewal funding



Ageing Glen Street Theatre

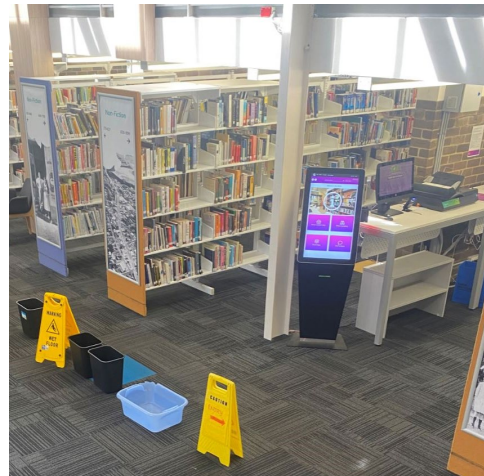
- Specialist fit for purpose building
- Theatre equipment and fit-out
- Customer expectation of a high-quality experience
- Technology changes and hirer needs change before equipment technically wears out



Description of Unfunded Programs issues

Ageing Community Buildings

- The buildings are not keeping up with community expectations
- Key themes are roof renewal, air conditioning, centre fit out and accessibility
- During renewal buildings have to be brought up to a higher standard than existing and usually have an increased customer use / need that increases the capital cost (e.g.: Jamieson Park Sailing Club Building)



5.1 Asset Renewal Gap

No	Renewal Gap Program	Renewal Gap Description	Gap (\$m)
			\$22.2
R1	Sport Buildings Renewal Program	Critical Asset Renewal Program - Grandstands Jamieson Park Sports Amenities and Clubhouse Rebuild Project	\$2.50
R2	Disability Inclusion Action Plan (DIAP) Program	Disability Inclusion Action Plan (DIAP) Program	\$1.32
R3	Theatre Renewal Program	Glen St Theatre Specialised Fitout Renewal Program	\$1.64
R4	Heritage Building Renewal Program	Heritage Building Renewal Program	\$0.45
R5	Operational Buildings Renewal Program	Operational Buildings Renewal Program Energy Efficient Solar PV Renewal Project Roof Access System Installation Program Hazardous Material Remediation Program - additional costs over renewal	\$5.76
R6	Technical Building Plant Renewal Program	Technical Building Plant Renewal Program - aircon etc.	\$7.50
R7	Warringah Aquatic Centre (WAC) Renewal Programs	Additional funding required to maintain WAC operating until renewal	\$3.00

The asset renewal funding gaps identified above will provide additional funding to implement programs designed to prolong the useful life of important building types and components to meet ongoing service levels and community expectations. Implementation of the asset renewal gap programs will decrease ongoing maintenance costs and maximize building availability/accessibility.

5.2 Asset Maintenance Gap

No	Maintenance Gap Program	Maintenance Gap Description	Gap (\$m)
			\$8.0m
M1	Optimised Maintenance Program	Unfunded General Maintenance Program	\$8.0

Maintenance budget levels funded in the LTFP are insufficient to meet the current service levels, and in recent years, maintenance expenditure has consistently been above budgeted levels to maintain the required level of service. This additional funding is required to undertake the required maintenance of buildings identified in this AMP. Proactive maintenance implementation will maximise building availability, minimise community and customer dissatisfaction and minimise long term maintenance costs as reactive maintenance is less efficient than proactive maintenance.

5.3 Uplift in Service Gap

No	Uplift in Service Gap Program	Uplift in Service Gap Description	Gap (\$m)
			\$11.7m
U1	Sports Amenities Renewal Program	Female Friendly Facilities Program	\$11.70

Additional funding is required to provide sports facility upgrades specifically to ensure facilities are accessible and inclusive for all, such as ensuring changerooms cater to the increasing usage by female players. This has been identified as a key community requirement.

5.4 New Assets Gap

No new assets have been identified through this review.

6. BUILDINGS APPENDICES

6.1 Critical Building Assets

The tables below identify the building criticality ratings and building components that have been identified as critical assets in the buildings portfolio.

6.1.1 Buildings Criticality Rating and Rationale

Criticality Rating	Functional Building Asset
5 = High High profile purpose or high-profile public building or critical consequence of failure	Administration Buildings: <ul style="list-style-type: none"> Civic Centre and Manly Town Hall Computer Rooms Major Sporting and Cultural Facilities: <ul style="list-style-type: none"> Manly, Brookvale, Pittwater & Cromer Grandstands Roofs Glen Street Theatre Fire and Smoke Curtain Aquatic Centre Roofs – Warringah & Manly Emergency Services Co-ordination Facilities: <ul style="list-style-type: none"> Emergency Ops Centre, Terrey Hills (RFS, Marine Rescue Sydney), Radio Tower High Rise (>2 Levels) Freestanding Carpark Only Structures
4 = Medium High Good public presentation and a medium to high quality working environment are necessary or a medium to high consequence of failure	Administration and Civic Buildings: <ul style="list-style-type: none"> Civic Centre Council Chambers Customer Service Front Counters Beach Buildings: <ul style="list-style-type: none"> Surf Life Saving Club Buildings Childcare Centres Community Centres Evacuation Centres: as designated Libraries Major Sporting and Cultural Facilities: <ul style="list-style-type: none"> Brookvale and Manly Ovals, Pittwater and Cromer Parks Warringah and Manly Aquatic Centres Glen St Theatre and Manly Art Gallery and Museum Public amenities (ranked high importance) Emergency Services Branch Buildings: <ul style="list-style-type: none"> RFB, SES Terrey Hills and Manly, Marine Rescue Broken Bay)
3 = Medium Functionally focused building with medium consequence of failure	Administration Buildings: <ul style="list-style-type: none"> General office areas Visitor Information Centre Beach Buildings: <ul style="list-style-type: none"> Swimming Club Buildings Public amenities (ranked low importance) Rental, Commercial and Holiday Accommodation Buildings Single purpose Community Buildings: <ul style="list-style-type: none"> Scout Halls, Creative Space, Carparks non-structural Sport Buildings: <ul style="list-style-type: none"> Golf or Tennis Club, Sports Amenities, etc.
2 = Medium Low Ancillary functions only with no critical operational role and low to medium consequence of failure	Operational Buildings: <ul style="list-style-type: none"> Depot Buildings Waste Buildings <ul style="list-style-type: none"> Kimbriki Buildings
1 = Low Storage function with a low consequence of failure	General Buildings: <ul style="list-style-type: none"> Garage structures Sheds, Utility and Plant Buildings

6.1.2 Critical Building Components Rationale

Building Component	No. of Critical Components	Rationale for inclusion as a Critical Asset
Buildings - Civic Data Centre – Structure, Electrical, Mechanical, Fire and Security, Fitout	5	Civic Centre hosts the primary computer room for all Council IT systems. It is critical that this computer room stays online so that Council services can be maintained for customer payments, enquiries, DA submissions and records keeping. Critical assets include UPS, generators, HVAC, gas fire suppression and security (access, CCTV, alarm, structure).
Buildings – Manly Town Hall Data Centre – Structure, Electrical, Mechanical, Fire and Security, Fitout	5	Manly Town Hall hosts the backup computer room for all Council IT systems. It is critical that this computer room stays online so that Council services can be maintained for customer payments, enquiries, DA submissions and records keeping. Critical assets include UPS, generators, HVAC, gas fire suppression and security (access, CCTV, alarm, structure).
Buildings – Grandstand cantilevered awning structures at Manly Brookvale (3), Cromer & Pittwater	6	The failure of the cantilevered awning would be catastrophic during a game day and therefore must not fail at any venue. Additionally, grandstands must be operational as Council is under a lease agreement to various clubs to provide a safe covered grandstand facility for the duration of the Game season.
Buildings - Glen Street Theatre - Stage Smoke Curtain and Control System – Fire component	1	The stage smoke curtain must be operational at all times as required by the Building Code of Australia to provide smoke and fire separation between the stage and the auditorium to allow mass egress in the event of a fire or similar.
Buildings - Aquatic Centres at Manly and Frenchs Forest - Roof structures	2	The roof structures at both aquatic centres comprise large clear spans at height. Both roofs are subject to harsh man-made environments. High humidity from heated pools, increased temperature and pool water treatment chemicals combine to accelerate corrosion, rust, spalling and general degradation of all materials within the artificially harsh indoor pool environment. Proactive maintenance is vital to maximise useful life of this critical component.
Buildings – Emergency Operations Centre - Electrical & Tower	3	The Emergency Operations Centre (RFS and Marine Rescue) is the dedicated emergency control centre for Warringah / Pittwater and is a required critical facility that is required to be operational 24/7. Backup generators are critical to power supply and the tower structure is critical to Marine Rescue communications.
Buildings – High Rise (3 or more levels) Freestanding Carparks at Whistler St, Manly & Bungan Lane, Mona Vale	2	Whistler St and Bungan Ln carparks consists of high-rise free-standing public vehicle parking. These reinforced concrete buildings are open to the surrounding elements including sea spray which can accelerate corrosion. Should a combination of weakened structure and vehicle collision with a supporting structure occur, there could be catastrophic building failure.

Table 12 Critical Building Assets

Asset Number	Asset Search Description	Parent Asset ID	Critical Asset
BFS00013	Fire / Security - Glen Street Theatre	BUI00013	Yes
BEL00044	Electrical – EOC SES, Marine Rescue, RFS	BUI00044	Yes
BEL00046	Electrical – EOC Fire Control Centre RFS	BUI00046	Yes
BRF00080	Roof - Warringah Aquatic Centre	BUI00080	Yes
BRF00148	Roof - Brookvale Oval Ken Arthurson Link	BUI00148	Yes
BRF00149	Roof - Brookvale Oval Jane Try Stand	BUI00149	Yes
BRF00152	Roof - Brookvale Oval Lyons Menzies Stand	BUI00152	Yes
BRF00213	Roof - Cromer Park Grandstand	BUI00213	Yes
BEL00229	Electrical - Civic Centre	BUI00229	Yes
BFI00229	Internal Finishes - Civic Centre	BUI00229	Yes
BFS00229	Fire / Security - Civic Centre	BUI00229	Yes
BME00229	Mechanical - Civic Centre	BUI00229	Yes
BST00229	Structure - Civic Centre	BUI00229	Yes
BST00372	Structure – EOC Tower East & Hut	BUI00372	Yes
BRF01093	Roof - North Narrabeen Pittwater Rugby Park	BUI01093	Yes
BST01199	Structure – Mona Vale Bungan Lane Carpark	BUI01199	Yes
BST01202	Structure - Whistler St Car Park	BUI01202	Yes
BRF01232	Roof – Manly Andrew Boy Charlton Swim Centre	BUI01232	Yes
BEL01248	Electrical - Manly Town Hall	BUI01248	Yes
BFI01248	Internal Finish - Manly Town Hall	BUI01248	Yes
BFS01248	Fire/Security - Manly Town Hall	BUI01248	Yes
BME01248	Mechanical - Manly Town Hall	BUI01248	Yes
BST01248	Structure - Manly Town Hall	BUI01248	Yes
BRF01290	Roof – Manly Oval Grandstand	BUI01290	Yes

6.2 List of Building Sub-Types

The following list shows the number of buildings in each building sub-type providing an insight into the many types of buildings within the Council portfolio.

Building Type	Building Sub-Type	No. of Buildings
Admin Buildings	Administration Buildings	6
Admin Buildings	Administration Civic Town Hall	2
Amenities Buildings	Amenities Buildings	64
Aquatic Buildings	Aquatic Buildings Manly	2
Aquatic Buildings	Aquatic Buildings Manly Storage	2
Aquatic Buildings	Aquatic Buildings Warringah	1
Beach Buildings	Beach Buildings	4
Beach Buildings	Beach Storage Shed	6
Beach Buildings	Lifeguard Tower	5
Beach Buildings	Surf Life Saving Clubhouse	18
Carpark Buildings	Carpark Buildings	7
Carpark Buildings	Carpark Underground	2
Community	Childcare Buildings	15
Community	Community Buildings	10
Community	Community Centres	40
Community	Community Storage Shed	6
Community	Dee Why Multipurpose Community Centre PCYC and Carpark	1
Community	Forest Art Centre and Library	1
Community	Library	7
Community	Manly Art Gallery and Museum	1
Community	Scout or Guide Hall	8
Community	Seaforth Village Community Centre and Commercial Building	1
Emergency	Emergency Services Marine Rescue Store	2
Emergency	Emergency Services RFS Buildings	17
Emergency	Emergency Services RFS Store	3
Emergency	Emergency Services SES Buildings	2
Operational	Operational Admin	5
Operational	Operational Shed	41
Operational	Operational Workshops	6
Recreation	Recreational Grandstand	4
Recreation	Recreational Other	3
Recreation	Recreational Ticket Box	4
Rental Buildings	Currawong Holiday Park Buildings	13
Rental Buildings	Rental Commercial	81
Rental Buildings	Rental Commercial Store	9

Rental Buildings	Rental Residential	13
Rental Buildings	Rental Residential Store	2
Sport Buildings	Golf Clubhouse	6
Sport Buildings	Sport Building Other	18
Sport Buildings	Sport Grandstand	2
Sport Buildings	Sports Amenities	6
Sport Buildings	Sports Multiuse Building	48
Sport Buildings	Sports Storage Shed	28
Sport Buildings	Tennis Clubhouse	17
Theatre Buildings	Theatre Buildings	1
Waste Buildings	Waste Buildings at Kimbriki Tip	5
Total		545

6.3 Capital New Program - Long Term Financial Plan (\$000)

	Delivery Program				LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Warriewood Valley Community Centre	16,666	515	-	-	-	-	-	-	-	-
Mona Vale Library - Upgrades and New Works	140	-	-	-	-	-	-	-	-	-
Terrey Hills Emergency Services Headquarters	138	-	-	-	-	-	-	-	-	-
Manly Life Saving Club	4,050	6,300	-	-	-	-	-	-	-	-
West Esplanade, Manly Accessible Amenity	286	-	-	-	-	-	-	-	-	-
Freshwater Beach Amenities	1,050	-	-	-	-	-	-	-	-	-
TOTAL	22,330	6,815	-	-	-	-	-	-	-	-

Note: Some capital new projects have an element of renewal as they are considered upgrades to the existing asset, and these projects are split in the Long Term Financial Plan, however the total figures remain the same.

6.4 Capital Renewal Program - Long Term Financial Plan (\$000)

	Delivery Program				LTFP					
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Public Amenities Works Program	499	1,087	1,219	1,250	1,280	1,310	1,342	1,375	1,410	1,445
Community Buildings Works Program	-	1,407	1,645	1,964	2,012	2,060	2,109	2,162	2,216	2,271
Community Centres Minor Works Program	-	168	172	176	180	185	189	194	199	204
Children's Centres Works Program	-	166	170	174	178	183	187	192	197	202
Library Buildings Works Program	-	161	169	173	177	182	186	191	195	200
Operational Buildings Works Program	500	500	550	564	577	591	605	621	636	652
Sport Buildings Works Program	1,300	1,325	1,390	1,424	1,458	1,493	1,529	1,567	1,606	1,646
Beach Buildings Works Program	-	307	284	291	1,012	1,037	1,362	1,396	1,431	1,466
Disability Access Compliance Works (DDA)	-	215	250	255	261	268	274	281	288	295
Building Code of Australia Compliance Works (BCA)	-	254	254	261	267	274	280	287	295	302
Energy Savings Initiatives Program	113	321	321	329	337	345	353	362	371	380
Emergency Buildings Works Program	-	150	150	154	158	161	165	169	174	178
Glen Street Theatre - Renewal Works	425	149	150	153	156	160	164	168	172	177

Warringah Aquatic Centre Renewal Works	-	171	175	180	184	189	193	198	203	208
Manly Aquatic Centre Renewal Works	-	216	221	226	232	237	243	249	255	262
Water saving and re-use initiatives	25	77	86	90	93	95	97	100	102	105
Sydney Lakeside Holiday Park Renewal Works	-	200	200	205	210	215	220	226	231	237
Multi Story Car Park Renewal Works	-	100	100	100	100	100	100	100	102	105
Surf Life Saving Club Minor Renewal Works	1,215	900	1,000	1,025	1,050	1,075	1,101	1,128	1,156	1,185
Creative Arts Space - Mona Vale Design Works	100	-	-	-	-	-	-	-	-	-
Cromer Depot Improvement Plan Works	150	150	150	-	-	-	-	-	-	-
Terrey Hills Rural Fire Station	368	-	-	-	-	-	-	-	-	-
TOTAL	4,695	8,024	8,656	8,994	9,922	10,158	10,699	10,964	11,238	11,519