



# Annual Report

2018/19



northern  
beaches  
council

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## Mayor's message

We delivered \$102.5m of capital works projects this year, creating new facilities and restoring existing facilities. New facilities completed this year include two major playgrounds, Tania Park at Balgowlah Heights and Berry Reserve at Narrabeen. These beautiful playgrounds are able to be used for play by people of all abilities. Opening of the Berry Reserve Playground coincided with the reopening of the refurbished Tramshed Community Arts Centre with the cleverly restored heritage tram alongside Pittwater Road.

We also built new facilities at Manly Dam and North Narrabeen Reserve. Renewal works of note include South Palm Beach Pavilion and renewal works across our community buildings.

We're making it easier for you to get around. We doubled the budget for new footpaths in 2018/19 which allowed us to deliver 8.4 kilometres of new footpath in total. We prepared the Northern Beaches Walking Plan to set out Council's directions and priorities to guide delivery of new footpaths across the region.

I am proud to say that all of our childcare centres met or exceeded National Standards again this year. Our Harbour View Children's Centre benefitted from a refurbishment that has increased the spaces available for children under three years of age.

Over 2,000 people served as community volunteers this year undertaking roles that included Meals on Wheels, Manly Art Gallery & Museum, Libraries, Bushcare, Cemeteries, Environment Centres and Manly Visitor Information Centre. Volunteers also supported a range of community events, such as Taste of Manly, Anzac Day and the Northern Beaches Art Prize. We've updated our webpage information on volunteering in our community this year, so if you've ever thought of signing up, now may be your time.

I'd like to thank our community for engaging with us throughout the year on our major projects, for coming along to Council meetings and for meeting with your elected representatives throughout the year. More than 8,200 people attended our community engagement events and our community engagement webpages were visited almost 100,000 times. We are listening and your continued feedback on our services really helps us to deliver on what is important to you.

A handwritten signature in black ink that reads "Michael Regan". The signature is fluid and cursive, with a long horizontal line extending to the right from the end of the name.

Michael Regan  
**Mayor**



## Chief Executive Officer's message

I am proud to commend to you the annual report for 2018/19. In my first full year at Northern Beaches Council I have enjoyed working with you and my team to deliver outcomes from our Community Strategic Plan.

It has been a busy year with Council excellence recognised through the receipt of many awards and accolades, which are listed in this report. Of particular note this year are the staff that entered the prestigious Australasian Management Challenge run by Local Government Professionals Australia NSW. I'm pleased to say that we won.

**Responsible financial management:** Northern Beaches Council is in a strong financial position and we take accountability for spending and service delivery very seriously. The Council achieved an operating surplus of \$9.9m excluding grants and contributions received for capital expenditure. The Council's financial position is sound, exceeding all financial indicator benchmarks and achieving a balanced funding result. We also actively reinvest the efficiencies that are generated by our business, in order to deliver the best possible services.

**Continued service improvement:** This year we enhanced our organisation through the introduction of six directorates to respond more effectively to our Community Strategic Plan. They are Planning and Place, Community and Belonging, Corporate and Legal, Workforce and Technology, Transport and Assets, as well as Environment and Sustainability. I have recruited an experienced and energetic management team to lead our organisation into the future.

**Enhanced community engagement and responsiveness:** This year, we have introduced a few new services to enhance community engagement and responsiveness to your requests. Our Community Liaison Officer position was created to closely liaise with resident and community groups across the Northern Beaches. In addition, our newly established Public Place team of five staff was introduced to deliver improved quality and timely services to the community. They are in place to identify and follow up on matters of concern, such as graffiti, dumped waste, potholes, and cleansing/cleaning vandalism. If you see something that requires our attention, let us know.

Thank you to the staff team that has delivered services to our community. Through commitment, dedication and adherence to our values, we have had a year of notable achievements. I hope you enjoy reading about them in this report.

A handwritten signature in black ink, appearing to read 'Ray Brownlee', written over a horizontal line.

Ray Brownlee PSM  
**Chief Executive Officer**



## Performance results at a glance



### 59 performance measures

85% met or above target



### 47 satisfaction measures

96% statistically on par with target or statistically higher than target



### 102 operational projects

85% completed or progressing on schedule

Target 80%



### 125 capital projects

82% completed or progressing on schedule

Target 80%





Greater Sydney Commission – Planning Awards

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



Keep Australia Beautiful – Sustainable Cities Awards

- Response to Climate Change Award – *Industry Guide on Climate Change Impacts on the Useful Life of Infrastructure Assets* – joint winner with co-author Institute of Public Works Engineering Australasia
- Environmental Communications Award – *Swap This For That* campaign to reduce plastics use – winner
- Overall Sustainable Cities Award – finalist



National Local Government Customer Service Network

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



Institute of Public Works Engineering Australasia

- Local Government Excellence in Road Safety - *Road Safety calendar* – joint winner with partner councils of northern Sydney

Institute of Public Works Engineering Australasia (NSW)

- Special Transport Integration Hub Award - *Church Point car park and seawall project* – winner
- Special Heritage Award - Refurbishment of Heritage Sydney Tram (Narrabeen Tramshed) – winner - restoration done by The Forest Men’s Shed



Local Government Professionals Australia NSW – Australasian Management Challenge

- Team – “Smells Like Team Spirit” – won the NSW competition






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Academy of Interactive and Visual Arts (International)

- Silver Communicator Award - Cause Marketing for Integrated Campaign - Swap This For That video – winner gold award of excellence
- Gold Communicator Award – Public service - Swap This For That video – winner gold award of excellence
- Silver Communicator Award – Education - Northern Beaches News: Live at Nippers Carnival videos (Nippers take on SUP) – winner silver award of distinction




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Local Government Professionals Australia NSW – Excellence Awards

- Asset Management and Infrastructure Initiatives – Church Point Precinct Upgrades – finalist
- Community Development and Services – Innovation in Structure – Community Librarian - finalist
- Community Development and Services – Nourishing Little Scientists and Engineers – finalist
- Community Development and Services – Supporting Reconciliation Across our Education and Care Services - finalist
- Community Partnerships and Collaboration – Tiny Doors – finalist
- Creative Communities – Creative Made – finalist
- Creative Communities – Tiny Doors - winner
- Excellence in People and Culture - Innovation in Structure – Community Librarian - highly commended
- Service Delivery Initiative – Three into one does go: Migrating from three to one Library Management Systems – highly commended
- Environmental Leadership and Sustainability – Swap This For That – say no to single use plastics - finalist




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Local Government NSW – RH Dougherty Awards

- Excellence in Communication – Northern Beaches Hospital Precinct Structure Plan – joint winner – Division C
- Excellence in Communication – Northern Beaches Brand Roll Out - special commendation – Division C

Local Government NSW – Excellence in the Environment Awards

- Climate Change Action - Building resilience into infrastructure assets project - highly commended – Division C
  - Innovation in Planning, Policies and Decision Making - Protecting public and private assets at Collaroy-Narrabeen Beach – winner – Division C and Overall Category Winner
-



## Our Council

On 12 May 2016, the Governor of NSW proclaimed the merger of the former Manly, Warringah and Pittwater Councils and the creation of the Northern Beaches Council. The first elections of the new Council were held on 9 September 2017 and fifteen Councillors were elected to represent the Northern Beaches community for the term 2017-2020.

The Mayor and Deputy Mayor are elected by Councillors with the Mayor elected for a two year term and the Deputy Mayor elected for a one year term. On the 26 September 2017, The Mayor, Michael Regan was elected. On the 25 September 2018, Deputy Mayor, Sue Heins was elected, replacing Cr Candy Bingham.



### Curl Curl Ward



**Michael Regan**  
(Mayor)  
9942 2422  
Michael.Regan@  
northernbeaches.nsw.gov.au



**David Walton**  
0427 741 824  
David.Walton@  
northernbeaches.nsw.gov.au



**Natalie Warren**  
0427 495 229  
Natalie.Warren@  
northernbeaches.nsw.gov.au

### Frenchs Forest Ward



**Roslyn Harrison**  
0427 329 907  
Roslyn.Harrison@  
northernbeaches.nsw.gov.au



**Penny Philpott**  
0429 220 208  
Penny.Philpott@  
northernbeaches.nsw.gov.au



**Stuart Sprott**  
0408 678 480  
Stuart.Sprott@  
northernbeaches.nsw.gov.au

### Manly Ward



**Candy Bingham**  
(Deputy Mayor, to 25 Sep 2018)  
0418 430 544  
Candy.Bingham@  
northernbeaches.nsw.gov.au



**Pat Daley**  
0428 203 347  
Pat.Daley@  
northernbeaches.nsw.gov.au



**Sarah Grattan**  
0427 745 673  
Sarah.Grattan@  
northernbeaches.nsw.gov.au

### Narrabeen Ward



**Rory Amon**  
0418 497 223  
Rory.Amon@  
northernbeaches.nsw.gov.au



**Vincent De Luca OAM**  
0427 218 553  
Vincent.DeLuca@  
northernbeaches.nsw.gov.au



**Sue Heins**  
(Deputy Mayor from 25 Sep 2018)  
0427 226 453  
Sue.Heins@  
northernbeaches.nsw.gov.au

### Pittwater Ward



**Kylie Ferguson**  
0481 000 170  
Kylie.Ferguson@  
northernbeaches.nsw.gov.au



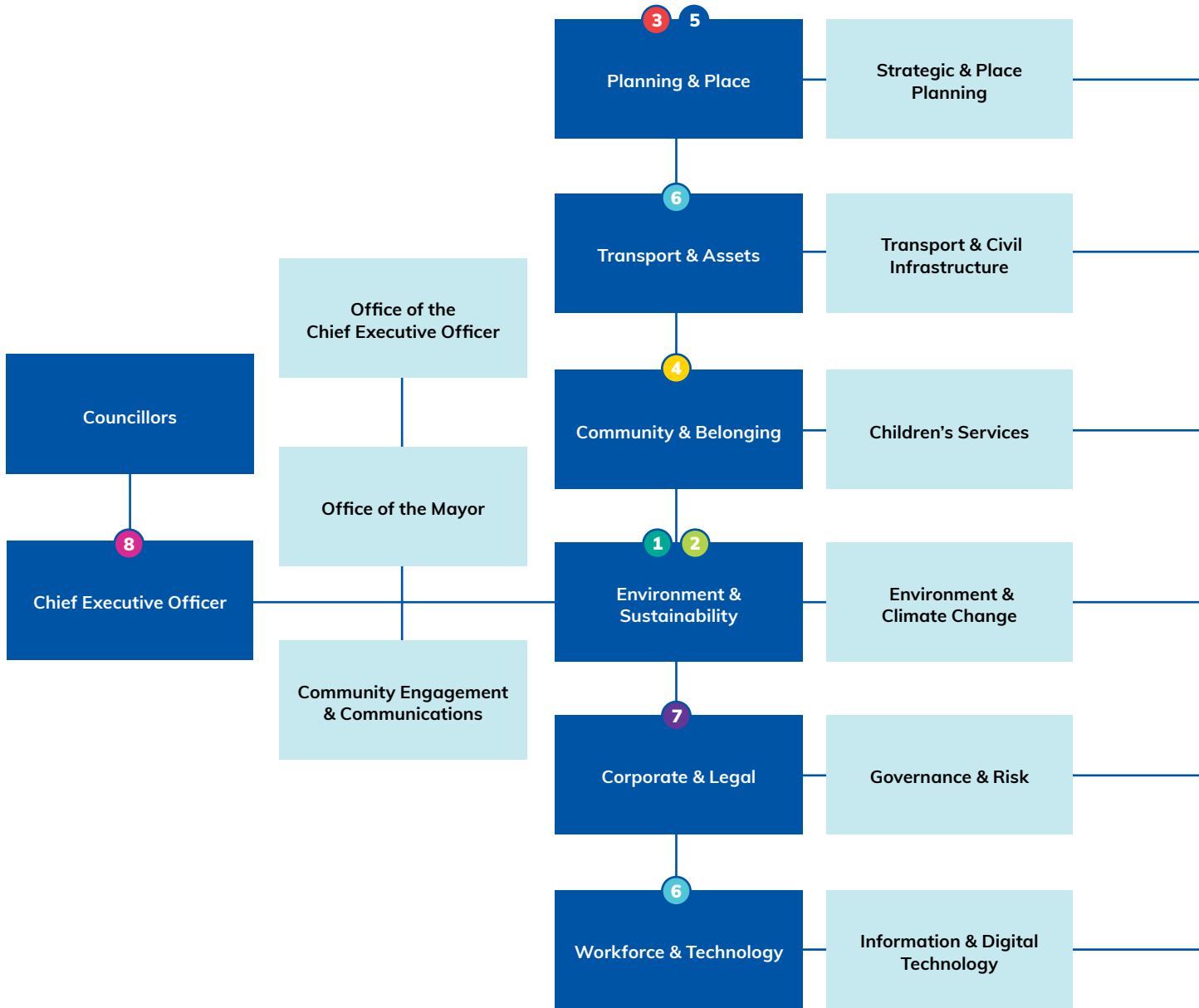
**Ian White**  
0428 949 580  
Ian.White@  
northernbeaches.nsw.gov.au



**Alex McTaggart**  
0411 779 585  
Alex.McTaggart@  
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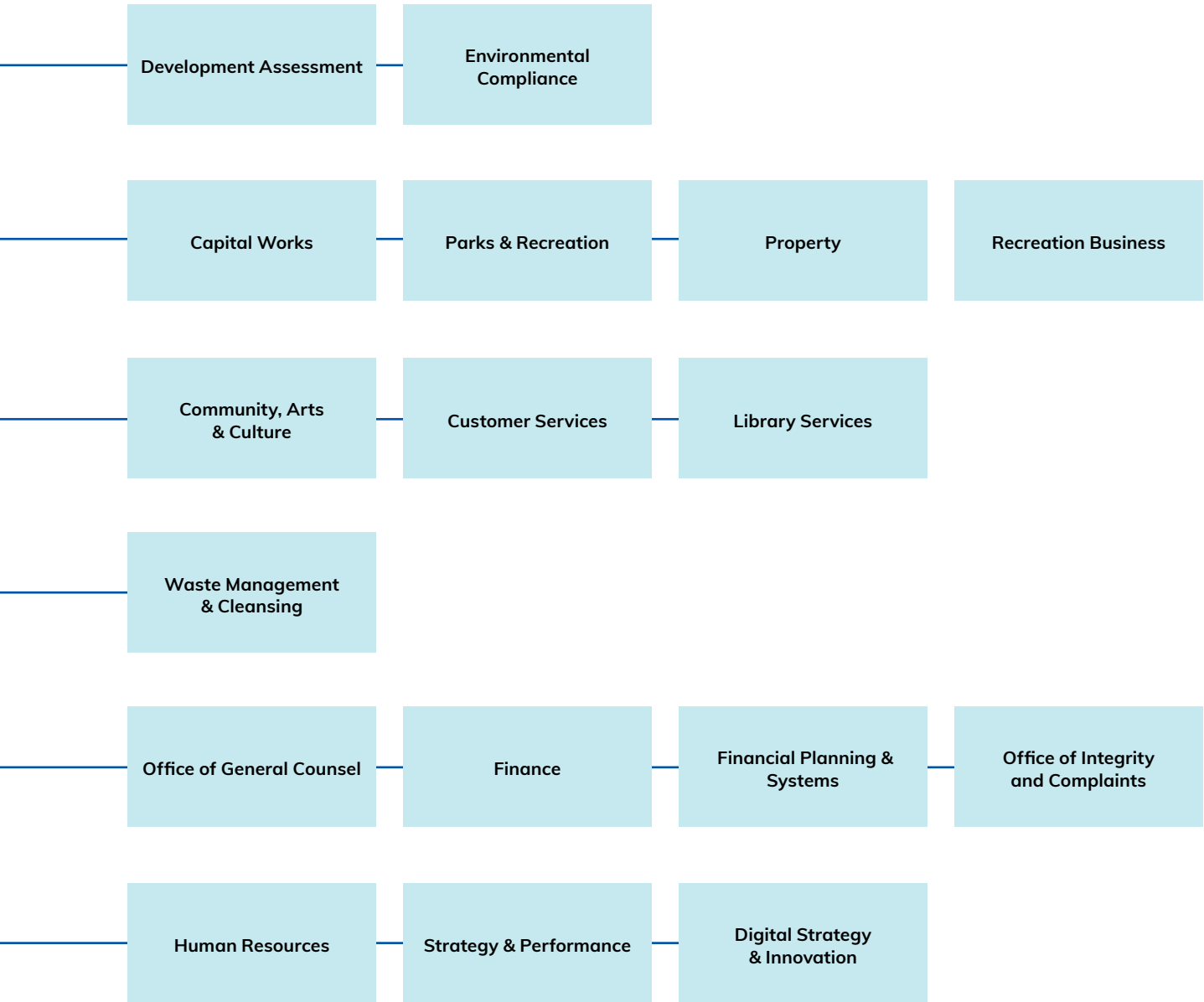
## Our organisation

Our organisation’s structure is aligned to the community’s goals and strategies in the Community Strategic Plan ‘Shape 2028’



### Community Strategic Plan Outcomes

- 1 Protection of the Environment
- 5 Vibrant Local Community
- 2 Environment & Sustainability
- 6 Transport, Infrastructure & Connectivity
- 3 Places for People
- 7 Good Governance
- 4 Community & Belonging
- 8 Partnerships & Participation



## Our Chief Executive Team



**Mr Ray Brownlee, PSM, MBA, B.E (Hons).**  
Chief Executive

Ray is a highly regarded leader and local government professional with over 30 years' industry experience. At the heart of Ray's approach to leadership is his passion for customer service, open and transparent dealings with the community and accountability at all levels. Ray is well known for his commitment to community building at the grass roots level.



**David Kerr, M.U(URP), B.A**  
Director Community and Belonging

David has more than 20 years' experience in local government and has worked across a broad range of portfolios during his career.

His diversity of experience, combined with his drive to improve services through innovation and creativity are valuable additions to our Chief Executive Team

David leads the team whose service provision covers community, arts and culture, customer service, libraries and children's services.



**Todd Dickinson, B.Eng (Hons), MIEAust**  
Director Environment and Sustainability

Todd has over 20 years' experience in both the public and private sectors across a range of specialities in Australia, Europe and Canada, including strategic and on-ground environmental management, impact assessment, emergency response, capital works delivery, IT systems and business development.

Todd's history of achievement lends itself well to the delivery of services in environment and climate change, as well as waste management and cleansing.





**Jeff Smith, CPA GAICD**  
Director Corporate and Legal

Jeff is a strategic leader in local government. He has experience across a broad diversity of portfolios including corporate and financial planning, financial operations, human resources, administration services, business systems, technology systems and spatial systems departments.

Jeff leads the team that is responsible for governance and risk, financial services and financial planning and systems. The Office of General Counsel and the Office of Integrity and Complaints also form part of Jeff's area of responsibility.



**Louise Kerr, BTP (Hons)**  
Director Planning and Place

Louise has a career spanning more than 25 years with experience in development assessment, strategic planning, environmental and building compliance and regulation.

Louise's leadership and communication capabilities, together with a strong achievement and results focus has seen her transform service areas to enhance service delivery and customer service.

Louise's areas of responsibility cover strategic and place planning, development assessment and environmental compliance.



**Jorde Frangoples, B.E, MBA, GAICD**  
Director Transport and Assets

Jorde's strengths include more than 25 years' experience in local government. He has an excellent understanding of the issues relating to service delivery, people management both internally and externally, as well as the provision of infrastructure.

Jorde leads the team that delivers transport and civil infrastructure programs, capital works, parks and recreation, property and recreation business



**Karen Twitchett**  
Director Workforce and Technology

Senior experience in human resources, corporate affairs, IT deployment, change management, project management and organisational development are what Karen brings to the team.

With experience that includes major corporates as well as non-government organisations, Karen provides a refreshing perspective to the Northern Beaches team.

Karen is responsible for information and digital technology, human resources, strategy and performance and digital strategy and innovation.

## Corporate values

### Trust

being open brings  
out our best

- Be transparent and honest through open two way communication
- Be sincere by actively listening to others and encouraging a shared understanding
- Be courageous by taking and sharing accountability
- Be adaptable and receptive to change

### Teamwork

working together  
delivers

- Be caring by thinking of the needs of others
- Be flexible to focus on a common goal by considering the diverse views of others
- Be loyal, supportive and helpful towards other people to develop harmonious relationships
- Be open to share knowledge and to recognise the contributions of others

### Respect

valuing everyone  
is how we make  
a difference

- Be inclusive and culturally aware of others
- Be polite and have a genuine concern for the wellbeing of others
- Be prepared to give and receive feedback
- Be aware of your personal impact on others

### Integrity

we are proud of  
doing what we say

- Be reliable by honouring promises and meeting goals and deadlines
- Be honest by taking responsibility for your decisions and actions
- Be confident towards challenge in the pursuit for excellence
- Be familiar with policies and procedures and act lawfully at all times

### Service

we care as  
custodians for  
the community

- Be focused on delivering the highest quality service in everything we do
- Be proactive and take ownership of the service provided internally and externally
- Be dedicated to making a difference to our community, protecting our environment and encouraging innovation
- Be proud to promote our vision and values

### Leadership

everyone has  
a leading role

- Be encouraging of others to enable problem solving and innovative ideas
- Be inspiring by fostering a workplace that supports continuous learning and efficiency
- Be work safe
- Be a role model of the values and behaviours

## Our community's vision

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



## Our community profile

### Environment



**1,460**  
native plant species



**254 km<sup>2</sup>**  
land



**540**  
native animal species



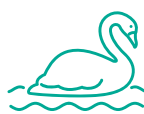
**114 km<sup>2</sup>**  
national parks



**80 km**  
coastline



**17 km<sup>2</sup>**  
bushland



**4**  
coastal lagoons



**14 km<sup>2</sup>**  
public open space



**7**  
catchments

### Economy



**\$16.53b**  
(grp) size of the local economy



**113,810**  
local jobs



**2.6%**  
unemployment



**31,823**  
local businesses



**18%**  
residents travel to work by  
public transport



**52%**  
working residents work locally



**60%**  
residents travel to work  
by vehicle



**63%**  
have a full time job



**54%**  
have a tertiary qualification

# Community



**3**  
theatres/galleries

# Governance



**2**  
federal representatives



**122**  
sportsfields



**21**  
surf club buildings



**15**  
local councillors



**20,000**  
on community engagement register



**254**  
playgrounds



**41**  
community centres



**4**  
State Members



**22%**  
residents are volunteers



**15**  
rockpools



**6**  
libraries



**268,666**  
population



**136**  
registered community groups



**2**  
aquatic centres



**15**  
council child care sites



**101,629**  
dwellings



**82**  
people on strategic reference groups



An aerial photograph of a coastal town built on a hillside overlooking a large body of blue water. The town features a mix of residential and commercial buildings, interspersed with green trees. In the foreground, a green and white ferry boat is moving across the water, leaving a white wake. Numerous sailboats are anchored in a harbor area to the left. The sky is clear and blue.

# Council's planning and reporting framework

## Council's planning and reporting framework

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

The framework allows us to align our delivery program with priorities of our local community, as well as priorities from other government plans.

The framework gives Council and the community a clear picture of:

- Where we want to go (community strategic plan)
- How we will get there (delivery program, operational plan, resourcing strategy)
- How we will measure our progress (quarterly, annual and end of term reports)

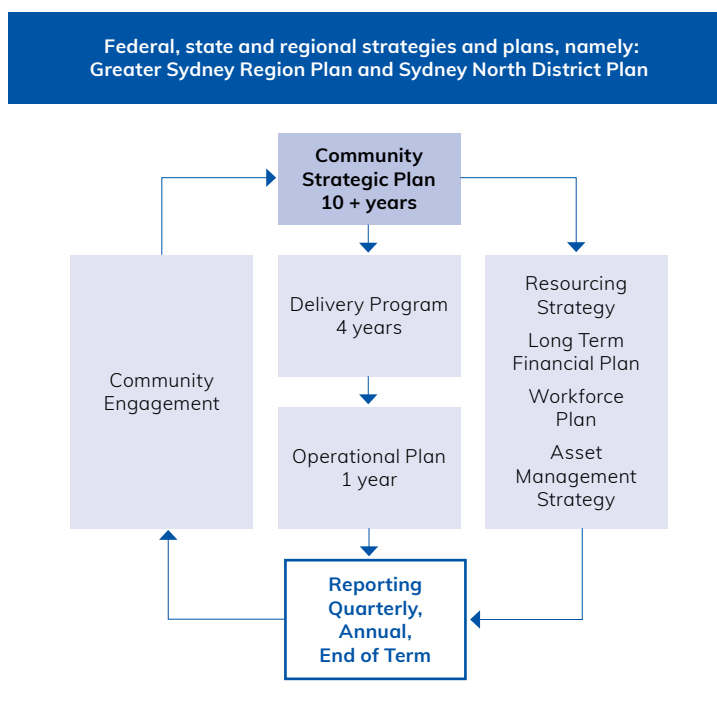
Community engagement in developing the delivery program for 2018-2021 indicated that there were seven key priorities for Council to focus on over the next three years:

- Environmental protection and sustainability - innovative ways to reduce and recycle waste

- Health and recreation - inclusive playgrounds and active lifestyles
- Planning for the future - integrated sustainable communities
- Community, arts and culture - showcasing artistic and cultural pursuits
- Creating vibrant centres and supporting business - activating spaces with vibrant, attractive streetscaping and nurturing small business and local employment
- Connected transport - advocating for better transport connections, integration and infrastructure
- Northern Beaches Council building our future - programs to drive efficiencies and how this will be reinvested.

This annual report contains highlights of our achievements in 2018/19 in two ways. Our summary pages show achievements as they relate to the seven key priorities and this is followed by a report from each of Council's service areas based on their achievements for the year.

**Figure 1**  
Integrated Planning and Reporting Framework





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

The CSP identifies a strong shared desire to protect and enhance the natural and built environments, to create more connected and caring communities, to embrace our diverse sports and recreational culture, and to live more sustainably in balance with the environment. The responsibility for making the long term community vision a reality rests with everyone.



## Community Strategic Plan Outcomes and goals

Environment		Social	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging
Goal 1	Goal 4	Goal 7	Goal 10
Our bushland, coast and waterways are protected to ensure safe and sustainable use for present and future generations	Our Council is recognised as a community leader in environmental sustainability	Our urban planning reflects the unique character of our villages and natural environment and is responsive to the evolving needs of our community	Our community is stimulated through a diverse range of cultural and creative activities and events
Goal 2	Goal 5	Goal 8	Goal 11
Our environment and community are resilient to natural hazards and climate change	Our built environment is developed in line with best practice sustainability principles	Our neighbourhoods inspire social interaction, inclusion and support health and wellbeing	Our community feels safe and supported
Goal 3	Goal 6	Goal 9	Goal 12
Our community is well-supported in protecting the environment	Our community will continue to work towards sustainable use of resources	Our community is healthy, active and enjoys a broad range of creative, sporting and recreational opportunities	Our community is friendly and supportive

Economic		Civic	
Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation
Goal 13	Goal 16	Goal 19	Goal 21
Our businesses are well-connected and thrive in an environment that supports innovation and economic growth	Our integrated transport network meet the needs of our community	Our Council is transparent and trusted to make decisions that reflect the values of the community	Our community is actively engaged in decision making processes
Goal 14	Goal 17	Goal 20	Goal 22
Our economy provides opportunities that match the skills and needs of the population	Our community can safely and efficiently travel within and beyond Northern Beaches	Our Council efficiently and effectively responds to, and delivers on, the evolving needs of the community	Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community
Goal 15	Goal 18		
Our centres attract a diverse range of businesses providing opportunities for work, education, leisure and social life	Our community can easily connect and communicate through reliable communication technologies		



# Delivering on our community's priorities

Environmental protection and sustainability

Health and recreation

Planning for the future

Community, arts and culture

Creating vibrant centres and supporting business

Connected transport

Northern Beaches Council - building our future

## Environmental protection and sustainability

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

We are delivering programs to manage, protect and enhance more than 17km<sup>2</sup> of bushland, 80km of coastline from Manly to Palm Beach and around into Pittwater, seven catchments and four coastal lagoons. Progress against this priority over the last 12 months is below with more information on the service pages.

### Sustainable waste projects

- Two new compactor bins installed at Shelly Beach increasing bin capacity with sensors to monitor fill levels
- Single use plastic program continues and wins five major awards internationally and locally
- 14 businesses signed up to the Swap for Good program to empower businesses in moving away from single-use plastics (commenced in June 2019) supported by two dedicated waste officers.

### Restoring our bushland and protecting biodiversity

- Over 700 hectares of bush was regenerated across 350 reserves
- Culled 12 foxes and 404 rabbits to reduce pressure on native animals and plants.

### Waterway protection

- Monitoring estuary health at the coastal lagoons and in Pittwater and commenced aquatic invertebrate sampling in Ingleside
- Rehabilitation and restoration works at Curl Curl Lagoon commenced
- Removal of sediment in Burnt Bridge Creek (Balgowlah), and revegetation at Frog Hollow Reserve (Avalon) and Campbell Parade (Manly Vale) to improving creek health.

### Supporting our volunteers

- Over 8,000 hours of bush regeneration by our volunteers at 55 sites and Stony Range Reserve
- Two new bushcare groups formed at Dee Why and Long Reef.

### Cities power partnership – reducing carbon emissions

- Five electric or electric hybrid vehicles in the fleet
- Solar panels installed at Cromer Administration Building and Balgowlah Depot plus a further 30 other sites generating over 320,000 kWh of energy a year
- Environment and Climate Change Strategy under development with targets for emission reductions for Council and the community

### Managing our coast

- Coastal protection works underway at Collaroy-Narrabeen beach
- Re-nourished Collaroy-Narrabeen beach with 45,000m<sup>3</sup> of sand from Narrabeen Lagoon.

### Reducing flood hazards

- Plans finalised for managing flood risks at floodplains at Ingleside, Elanora, Warriewood, Newport, Narrabeen Lagoon, Manly Lagoon and the Manly to Seaforth area
- 805m stormwater network upgraded.

### Domestic waste contract

- New contracts for collection, processing and disposal of waste that is more efficient and will divert 70% of our household waste away from landfill
- Nearly 300,000 new bins delivered to households and old bins collected and recycled ahead of the new collection service.

Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

## Health and recreation

We support our community to be healthy and active by providing high quality, inviting places to gather and enjoy the outdoors. Our recreation spaces increase opportunities for physical activity and active play.

Development of policies and long-term strategic plans guide the provision and management of open spaces and recreational facilities to meet current and future needs of our community. Each year over 55,000 activities are booked on our open space areas and sporting facilities are allocated across a range of sports. Every day, we plan and manage spaces, people and programs to maintain the safety and amenity of our 21 beaches.

Progress against this priority over the last 12 months is below with more information on the service pages.

### Beach buildings upgrades

- Improvements completed at South Curl Curl and Collaroy Surf Life Saving Clubs and Fishermans Beach Hut and works underway on North Narrabeen Rock Pool amenities
- Planning well advanced for new Surf Life Savings Clubs at Mona Vale and Long Reef.

### Connecting all through inclusive and active play

- The new inclusive Berry Reserve playground at Narrabeen as well as upgrades to playgrounds at Tania Park, Balgowlah are complete
- Works on the new synthetic playing surface at Lionel Watts Oval is underway.

### Sports buildings upgrades

- Improvement to Warriewood Rugby Park and amenities at Forest Playing Fields complete
- Planning finalised for amenities upgrade at LM Graham Reserve with works in 2019/20.

### Connecting our community - Coast

#### Walk and cycleways

- 5.8km of Coast Walk complete including 2km this year in Mona Vale, Warriewood and Narrabeen
- 32km of cycleways /share pathway completed including nearly 2km this year in Dee Why, Warriewood, Newport, Mona Vale and Collaroy.

#### Sportsgrounds

- Sportsfield at Newport Oval, Beacon Hill Oval, St Matthews Farm, Rheub Hudson and Denzil Joyce Ovals renovated and minor returfing at other sites to improve the playing surface
- A new, full-sized playing field at St Matthews Farm by reconfiguring existing fields
- Lighting improvement making training more enjoyable and evening competition games possible at various locations
- A new synthetic sportsfield at Lionel Watts Oval nearing completion.

Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

## Planning for the future

We use our planning controls to create better places for our residents to live and for people to work and play. Sustainable precincts with greater connectivity, leads to greater sustainability, innovation, economic and social outcomes.

Progress against this priority over the last 12 months is below with more information on the service pages.

### Development of a new Local Environmental Plan (LEP)

- Associated studies and Local Strategic Planning Statement underway to inform the LEP which is expected to be finalised in 2021.

### Frenchs Forest hospital precinct

- Technical studies (traffic and transport) to develop the precinct plan and create a vibrant new town centre next to the hospital is under development.

### Ingleside precinct

- A bushfire evacuation study is under development by the Department of Planning, Industry and Environment. This will establish the capacity of the existing road network in the event of an emergency and the development potential of the precinct.

### Housing strategy

- Preliminary studies underway with the strategy not expected to be finalised until 2021.

### Implementation of affordable housing

- A draft affordable rental housing scheme has been prepared for exhibition with rezoning documentation for Frenchs Forest in 2019.

Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation





## Community, arts and culture

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

Council facilitates a wide range of social and community services to build social capital and enhance the health and wellbeing of families. Progress against this priority over the last 12 months is below with more information on the service pages.

### Youth program

- Six major live music events at the Northern Beaches PCYC, with 3,850 young people attending.

### Youth wellbeing hub

- Avalon Youth Hub is operational providing vital services to young people and their families in our community
- Over 800 free and confidential counselling sessions by the Adolescent and Family Counselling Service provided to young people and their families
- Regular parenting workshops held throughout the year.

### Youth friendly spaces

- Contracts awarded and work is almost complete on a new skate park at Lionel Watts, Frenchs Forest.

### Mona Vale performing arts centre

- Feasibility study complete
- Agreement to release funds to the Department of Education to support development of a facility at Mona Vale Primary School.

### Connecting communities - art trail

- Coast Walk Strategic Plan finalised to guide the delivery of high quality public artworks along the Coast Walk
- Process to engage artists and procure artworks underway.

### Barrenjoey performance space

- Construction of the facility at Barrenjoey High School is underway and expected to be completed in late 2019.

### Creative art space - north

- Locations for new creative spaces identified Mona Vale Administration building and Avalon Golf Club House
- Creative Space North working group established to plan the space.

### Warriewood Valley community centre

- The Heather Nelson Community Centre site confirmed as the location of the new facility and planning underway.

Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

## Creating vibrant centres and supporting business

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

Specialist services are provided in place co-ordination, economic development and tourism. Fostering collaborative partnerships and programs between local businesses and key stakeholders that strengthen social, cultural and economic vibrancy. Town and village centres are managed and maintained through provision of regular cleaning and waste removal. Progress against this priority over the last 12 months is below with more information on the service pages.

### University presence

- Establishing a university on the Northern Beaches is under consideration as part of the Frenchs Forest Hospital Precinct.

### Health precinct at Frenchs Forest

- Technical studies (traffic and transport) to develop the precinct plan and create a vibrant new town centre next to the hospital is under development.

### Brookvale

- Technical studies (employment and transport) to develop the precinct plan so Brookvale continues to thrive as an employment centre as well as a place to live is under development.

### Dee Why Town Centre upgrade

- Streetscape improvement complete in Howard and Oaks Avenues, this includes new pavements, more trees and plants, new furniture and upgraded drainage and lighting.
- Planning for works in Redman Road underway.

### Manly laneways

- Minor works completed at Whistler Street Carpark and plans developed for improving Market Lane.

### Economic development

- Delivered events supporting business including sponsoring the Northern Beaches Local Business Awards
- Seaforth activation plan complete and Newport activation plan under development
- Destination management plan under development.

Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

## Connected transport

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

Improving the transport network on the Northern Beaches will deliver better environmental, economic and social outcomes for our community. Council has continued to collaborate with key agencies including NSW Department of Planning, Industry and Environment, Transport NSW and Roads and Maritime Service to get the best outcome for the community on major infrastructure projects. Progress against this priority over the last 12 months is below with more information on the service pages.

### Mona Vale Road upgrade - Terrey Hills/Mona Vale

- Design complete and works underway to widen the road and provide additional lanes on Mona Vale Road from Harvey Road to Powderworks Road.

### East/West Transport Options

- Investigations underway to improve public transport on Warringah Road via a rapid bus transit system between Dee Why and Chatswood.

### Wakehurst Parkway Flood Mitigation

- The study is well advanced with data collection and modelling complete and the development of options underway.

### Transport Strategy

- Transport strategy finalised and into implementation
- Walking strategy finalised and 15km of new or improved footpath and shared pathways complete.

### Warringah Road upgrades - Frenchs Forest

- Works well advanced – upgrades on Frenchs Forest Road and Naree Street complete, pedestrian overpasses in place as well as shared pathways, and tunnelling commenced for the underpass
- Continue to liaise with local residents to mitigate the impacts of construction works.

### B-Line and local connections

- 2.36 million additional passenger trips on the B-Line for the 12 months from May 2018 to April 2019
- Expansion of the on demand service transporting commuters to and from B-line stops at Narrabeen, Mona Vale and Warriewood
- Pedestrian bridge at Warringah Mall underway and Manly Vale Carpark opened.

### Beaches Tunnel Link

- Submission by Council on 30 November 2018 on the tunnel design in support of the project subject to enhanced public transport options and minimising impacts on local residents
- Awaiting release of the Environmental Impact Statement for the project.

Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

## Northern Beaches Council - building our future

Our corporate vision - Delivering the highest quality service valued and trusted by our community

Northern Beaches Council is a new organisation. Creating the new organisation following the merger is a major program of work as we also focus on maintaining and improving existing service levels to the community. We are working hard to generate efficiencies and savings in our operations. Progress against this priority over the last 12 months is summarised below with additional information on the service pages.

### Our people

- 80% of Council employees live and work on the Northern Beaches
- Programs delivered to support staff and drive a culture of high performance
- 16 human resources policies harmonised (three into one) and a new remuneration and reward framework introduced.

### Attracting investment

- \$1.165m from the NSW Government's Stronger Communities Fund to complete Tania Park playground, Berry Reserve lighting and foreshore works at George Street Avalon
- \$170,000 to complete St Matthews Farm playing fields upgrade from The Australian Sports Commission's Community Sport Infrastructure Program
- \$200,000 to complete the upgrade of Marine Parade, Manly from the Department of Planning, Industry and Environment's Metropolitan Greenspace Program
- \$75,250 to complete the Warri Reserve and Cross Street Reserve playground upgrades from the Department of Family and Community Services' Social Housing Community Development Fund

- \$18,000 to complete the Dee Why Lagoon Biodiversity Protection Project from Greater Sydney Local Land Services
- \$24,000 to complete Middle and Oxford Creeks weed control from the NSW Department of Planning, Industry and Environment's Crown Lands Funding Program
- \$44,275 for Manly and Mona Vale cemeteries from the Office of Environment and Heritage for Heritage Activation and Historical Walking Tour.

### Reinvesting savings

- \$29.5m in annual recurrent efficiency savings estimated to have been achieved by 2019/20
- Retained the Domestic Waste Management Charge at 2017/18 levels, with savings of \$90 for 80 litre service for residents of former Manly and Pittwater.

### Improved services

- Single library card for the Northern Beaches
- A new waste collection contract to improve resource recovery and create efficiencies
- Improvements to online services including monthly progress reporting of capital works
- Reviews of many other services across the organisation to improve delivery.

### Advocating for the Northern Beaches

- Northern Beaches transport strategy to improve the way we move around the Northern Beaches
- A rapid public transport service between Dee Why and Chatswood and for the Mona Vale Road corridor
- Further improvements to the B-line
- State government road improvements.

Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation



# Service areas

Environment and sustainability

Waste and cleansing services

Kimbriki Resource and Recovery Centre

Strategic land use planning

Development assessment

Environmental compliance

Parks and recreation

Children's services

Community, arts and culture

Library services

Transport, traffic and active travel

Economic development,  
events and engagement

Property and facilities

Governance and assurance services

Customer service

Corporate support services

## Service achievements

This section of our Annual Report is structured around 16 key service areas.

We provide a broad range of services that aim to support the community and protect our extraordinary natural environment. Services are presented based on the quadruple bottom line - environmental, social, economic and civic. All services contribute to more than one outcome area in the Community Strategic Plan but for ease of reference are grouped based on the primary outcome they contribute to. A summary of the services and the goals to which they contribute are shown opposite.

For each key service area we have highlight our major achievements, as well as details on:

- Performance measures: indicating the result, any targets and whether they were met
- Satisfaction measures: showing the survey results conducted in June 2019 compared to our baseline. This is a representative telephone survey of 753 adult residents matched to our community's demographics
- Projects: a summary of the progress of each operational and capital project.



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

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

The goal references above are used to show how projects align to the CSP.



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

### Supporting CSP goals



We work to protect and enhance our natural and built environments which include 17km<sup>2</sup> bushland, 80kms of coastline, a network of creeks within seven major catchments, four coastal lagoons and 640kms of stormwater pipes. We deliver programs to protect and preserve biodiversity, we mitigate and manage environmental hazards including bushfire protection and deliver environmental education activities to thousands of community members through our two environment centres.

**Coast, catchment and estuary management**

This year we delivered an extensive program to protect, preserve and manage our coast and waterways including improving creek health with major sediment removal in Burnt Bridge Creek (Balgowlah), and revegetation at Frog Hollow Reserve (Avalon) and Campbell Parade (Manly Vale). We started sampling aquatic invertebrates in the Ingleside area to better understand the health of streams and are monitoring estuary health at the coastal lagoons and in Pittwater to determine their ecological health rating.

To help us plan and manage our priorities and future works, we completed a condition assessment of our dunes and headlands and we started a large program of rehabilitation and restoration works at Curl Curl Lagoon. These works include weed removal and revegetation of the northern bank of the lagoon to improve fauna habitats and is part funded by a three year grant from NSW State Government Environmental Trust.

**Coastal protection Collaroy-Narrabeen beach**

Following the major storm event of June 2016 that caused major coastal erosion and damaged property at Collaroy-Narrabeen beach we are working to protect public assets such as the beachfront, parking areas, buildings and roads. Council is also working closely with affected private property owners for works on their land and a number of private Development Applications (DA) have been finalised. Financial assistance totalling \$3.46m is available for affected private property owners, funded 50/50 by Council and New South Wales Government. Eligible properties can apply for up to 20% of the cost of construction works.

**Protecting rare seahorses at Sydney Harbour tidal pools**

Throughout the year urgent repairs were required to the tidal pools at Forty Baskets, Little Manly and Clontarf. The nets for these tidal pools are the home of the rare White's Seahorse. Before the work started scientific diver sweeps relocated the seahorses to nearby seagrass beds. When the works were complete, the seahorses migrated back to the pools. Council staff have worked in partnership with NSW Fisheries and seahorse experts to develop new protocols for NSW councils to maintain tidal pools without disturbing seahorse populations.

**Bushland and biodiversity**

Throughout the year, over 700 hectares of bush was regenerated across 350 reserves to improve native habitats and reduce the impact of invasive species. Extensive works to control *Ludwigia peruviana* waterweed was carried out in Warriewood Wetlands and 13 hazard reduction burns were completed across 43 hectares of high-risk areas.

Over 300 customer requests on weeds and pest animals were actioned and 12 foxes and 404 rabbits were culled, reducing pressure on native wildlife and plants. Staff attended Avalon and Mona Vale market days and gave away 2,600 native plants to residents and during the Manly New Year's Eve fireworks we protected the Little Penguin breeding habitat.

**Stormwater and floodplain activities**

Reducing flood risk on the Northern Beaches involves undertaking studies, floodplain risk management plans and on ground works. Studies and plans for floodplains at Ingleside, Elanora, Warriewood, Newport, Narrabeen Lagoon, Manly Lagoon and the Manly to Seaforth area were finalised this year.

During the summer, around 45,000m<sup>3</sup> of sand was cleared from the entrance of Narrabeen Lagoon. The works improved water quality of the Lagoon and reduced the risks of flooding. The sand was moved to Collaroy-Narrabeen beach to re-nourish the beach and protect the area from further coastal erosion.

The Wakehurst Parkway is one of the peninsula's busiest roads. The first stage of flood mitigation study was completed this year with the project looking at options for reducing the frequency of flooding and therefore road closures. The study included data collection, modelling and development of options for flood mitigation.

Keeping the stormwater network in good condition helps address water quality and flooding. Works this year included:

- South Steyne – relining and encasement of the beach stormwater outlet
- Brookvale – completion of stormwater and creek outlet works at Winbourne Road
- Frenchs Forest – stormwater augmentation at Ilford Road
- Warriewood - replaced major culverts in Jacksons Road
- Crown of Newport Reserve – designing improvements to the existing water quality device
- Bayview - reconstruction works on a stormwater asset at Pittwater Road
- Manly area – design and environmental assessment for water quality improvement devices
- Relining of pipes in poor condition in Manly, Collaroy, Balgowlah, Warriewood and Bilgola.

#### **Environment centres**

The Manly Environment Centre and the Coastal Environment Centre at North Narrabeen deliver programs to challenge how we think about our environment and ways to live more sustainably. This year, 20,000 students from preschool to high school attended structured curriculum based school programs at one of our centres and 553 children enjoyed the popular Kids on the Coast school holiday program at North Narrabeen.

280 students participated at a regional Science Fair and 850 students were involved in Project Penguin where they learned everything about the Little Penguins that live in the local area, becoming youth ambassadors for the locally threatened species.

60 school and P&C representatives participated in a regional sustainability workshop.

#### **Community sustainability**

Our sustainability program offers inspiring educational events to encourage the community to live and work more sustainably and reduce their environmental footprint.

Our sustainability pages on the website have been updated with additional energy and water saving tips that are easy to implement and a link to the popular online SunSPot tool that calculates the solar potential of individual properties. Approximately 220 properties per week use this feature to estimate their solar potential.

Residents and businesses have attended free energy saving workshops on the benefits of transitioning to solar and how Council can support the move. The Our Energy Future program provided 352 quotes for solar and 64 for battery storage installation as well as information and advice for those using the service.

The Sustainability Business Network launched in November 2018 providing tailored information and advice to business on their bills and energy consumption and sustainable solutions and in March 2019 40 people attended a Sustainable Surfing presentation at the Vissla Surf Pro event to discuss the issues of carbon, waste and toxicity in the surf industry.

#### **Environmental volunteers**

Our dedicated environmental volunteers do an amazing job at protecting our bushland. Nearly 250 bushcare volunteers provided over 6,050 hours of bush regeneration across more than 55 bushcare sites. These hours include the efforts of two new bushcare groups formed this year at Dee Why and Long Reef.

A further 3,000 volunteer hours were recorded at Stony Range Regional Botanic Garden. These wonderful volunteers care for the garden by planting, bush regenerating and hosting community events. All our volunteers receive new clothing, including tick-resistant shirts and wide brimmed hats to keep them safe in the field.

This year, a second community nursery opened at North Curl Curl, complementing the existing nursery at Manly Dam. The nurseries, run by community volunteers, propagate locally collected seeds. The seedlings and saplings are planted as part of the bush regeneration program. 2,000 plants from the community nursery were planted at North Curl Curl on National Tree Day by over 500 volunteers.

More than 200 corporate volunteers also completed over 200 hours of bush regeneration during the year. This is a great way for local organisations to build teamwork, develop skills and give back to their local community.

### **Reducing Council's environmental footprint**

We are committed to being a leader in sustainability and dedicated to building infrastructure and developing programs that help us use less energy and water. This year we received Bronze Member status in the NSW Government's Sustainability Advantage Program. The award is an acknowledgement of our sustainability achievements.

An energy audit of our top 23 energy consuming sites was completed with works implemented at four of these sites to improve energy efficiency.

We installed solar panels on our Cromer Administration Building and Balgowlah Depot, reducing carbon emissions by 120 tonnes a year - the equivalent of taking 26 cars off the road.

Energy efficient lighting was installed at Forestville Park, LM Graham Reserve, North Narrabeen reserve sportsground, and Peninsula and Pacific Waves car parks in Manly

After a water audit report of our heaviest usage sites at Sydney Lakeside Holiday Park and Pittwater Rugby Park was prepared we began implementing projects in an attempt to reduce water consumption.

The development of Northern Beaches' first Environment and Climate Change Strategy is also well advanced. The draft Strategy will be exhibited late 2019 with targets for emission and water reductions for the community and the organisation.



## Performance results

Performance measures	Target	Result 2018/19	
Scheduled active bushland management completed	80%	100%	✓
Volunteer bush regeneration (hours)	≥ 6,900	8,450	✓
Annual stormwater network renewed/ upgraded in line with Asset Management Plan (m)	800	805	✓
Annual beaches with good/very good rating (Beachwatch)	90%	100%	✓
% of required mitigation activity completed for natural hazards	100%	100%	✓
% Council energy from renewables	≥ 1%	3.7%	✓
Total greenhouse gas emissions by Council (t CO <sub>2</sub> e)	≤ 25,511	25,428	✓
Annual total water use by Council (kL)	≤ 463,749	564,179 *	✗

✓ Achieved target

✗ Behind target

\* Record high temperatures and low rainfall has contributed to increased watering of sports fields and other outdoor spaces




Satisfaction measures	Target*	Result 2019*	
Protecting native plants and animals	3.57	3.52	—
Restoring natural bushland (removing weeds, bush regeneration programs)	3.42	3.46	—
Controlling feral animals	3.32	3.39	—
Managing and protecting creeks, lagoons and waterways	3.33	3.39	—
Maintenance of beaches, headlands and rockpools	3.96	4.02	—
Management of local flooding	3.23	3.23	—
Environmental education programs and facilities (Coastal and Manly Environment Centres)	3.32	3.26	—
Council operates in an environmentally friendly way	3.51	3.43	—

— Statistically on par with target

↑ Statistically higher than target

↓ Statistically lower than target

\* Mean score out of 5

 Completed     On target     Behind schedule

**Completed**



- 
- G2    Deliver programs to protect and restore bushland including threatened species and pest species management and the control of bushfire risk.

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  - G1    Deliver programs to protect and restore our catchments, waterways and coast including ecological, risk and restoration programs

---

  - G4    Deliver strategic environmental sustainability programs and enhance resilience to climate change

---

  - G2    Deliver effective and engaging sustainability education and volunteering programs to local residents, businesses and schools

---

  - G3    Deliver programs to protect our community from the effects of flooding including floodplain planning, response and mitigation options
- 

**On target**



- 
- G2    Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway

---

  - G6    Investigate Scotland Island wastewater feasibility
-



Completed



On target



Behind schedule

**Completed****Stormwater program**

- G2 Planned stormwater renewals
- G2 Reactive stormwater renewals
- G2 Planned stormwater new

**Water and energy saving initiatives**

- G4 G5 Water saving and re-use initiatives - special rate variation
- G4 G5 Energy saving initiatives works program - special rate variation
- G4 G5 Energy saving initiatives works program - revolving energy fund

**Community nursery**

- G6 Community nursery - Curl Curl

**Behind schedule****Coastal protection works**

- G2 Collaroy-Narrabeen coastal protection works – Project delayed by the development approval process of the NSW Department of Planning, Industry and Environment as well as negotiations to correctly align works on public and private beachfronts.

**Stormwater program**

- G2 Warriewood Valley creek line works – Project delayed by negotiations to secure dedication of the land to Council
- G2 Gross pollutant trap renewal works – Work on renewal of the GPT at North Harbour Reserve was delayed to 2019/20 to allow for an extended tender process





Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

### Supporting CSP goals

- G1
- G4
- G6
- G8
- G13

This service manages the collection of waste and recyclables from more than 93,000 households each week, including offshore communities. It also cleans public places daily, including beaches, parks, streets, towns and village centres. They maintain amenity and public health and safeguard water quality by raking the beach, street sweeping, litter removal and the collection of illegally dumped rubbish.

### **New waste service**

Plans for the new whole of Northern Beaches waste service were finalised. The new contracts will provide a state-of-the-art service and also deliver savings which will be passed on to ratepayers from mid-2019. They will also result in a 70% diversion from our household waste away from landfill.

The new contracts commencing in July 2019 includes the largest bin roll out program in the southern hemisphere. Nearly 300,000 bins were delivered to households with the old bins removed to be recycled. State of the art new trucks were part of the new service and wrapped with messages discouraging the use of single use plastics. A series of workshops were also held to prepare residents for the new service. Topics included reusable nappies, how to buy sell and swap online, keeping backyard chickens, composting and worm farming and preserving excess fruit and vegetables.

While the new waste service provided a standard set of bins to households, it was customisable and an online tool was employed to assist with the ordering of additional services. An online waste calculator was also launched, allowing residents to calculate the cost of ordering additional bins before they committed to them.

### **Reducing event related waste**

Activities to reduce waste at events continued in accordance with our Event Waste Management Strategy. Our team assessed and approved event waste management plans that incorporated solutions such as sustainable packaging choices, the use of portable water fountains instead of disposable bottles, reusable cups and clear event signage to support participants to make good waste management decisions.

### **Reducing single use plastics**

Two engaging promotional videos were launched under the 'Swap This For That' initiative encouraging the community to reject single use plastics and offer reasonable alternatives in order to avoid plastic pollution.

A comprehensive program of activities was delivered in Plastic Free July which attracted national news coverage. Events included:

- Avalon Car Boot Sale to encourage resource reuse
- Street Art Roving Performers at Manly, Avalon and Dee Why Beach
- 12 beeswax wrap workshops attended by 231 people and supported by the launch of an instructional video with 45,000 views.
- Release of the Swap This For That - waste free party guide

Our initiatives and campaigns to reduce single use plastic campaign were recognised internationally and locally, winning five major awards.

### **Worm farms help reduce waste to landfill**

Council offered a limited number of free worm farms and compost bins to support residents to turn food waste into organic fertiliser for their gardens. Over 3,700 residents took up the offer with many more opting to be on a wait list. This initiative also helps kids to learn about how to help our environment literally in their own backyard.

### **Cleansing**




These crews start early in the morning making sure our public places look their best by removing litter from major shopping centres and malls every single day. Footpaths are machine cleaned at night or in the early morning and a street sweeper is used to clean kerbs and gutters. Large ovals are cleared of litter weekly and others as required, while our street sweepers clean residential streets every ten weeks. Nearly 1,450 tonnes of litter and waste was kept out of our bushland and waterways by the cleansing team. Each month on average 407 graffiti incidents were removed.

**New waste infrastructure in public places**

New recycling stations are making it easier to recycle and they improve resource recovery for visitors at popular Clontarf Reserve.




Two new solar powered compactor bins have been installed at Shelly Beach as part of the Smart Beaches Project. The bins contain sensors to monitor the fill levels and automatic hydraulic compactors increase bin capacity. This provides the dual benefit of keeping the area litter free and contributing to the reduction of our carbon footprint through a reduction in the required number of collections. The data collected will allow Council to better schedule rubbish collections over time and roll out the program to other highly trafficked locations.




## Performance results

Performance measures	Target	Result 2018/19	
Clean town centres and villages: compliance with schedules	100%	100%	
Domestic waste diverted from landfill (collected by Council)	55%	48%*	
Domestic waste per capita (kg)	< 447	412	

 Achieved target       Behind target



\* The volume of paper, glass and plastic bottles being disposed of has declined. Comingled recycling is down 14% and paper recycling 11% on last year due to the NSW container deposit scheme and Manly Daily moving from a daily to a bi-weekly publication. The domestic waste per capita is also down on last year at 412kg.

Satisfaction measures	Target*	Result 2019*	
Domestic waste collection service	4.15	3.84	
Household bulky items collections	3.67	3.73	
Cleaning of villages and town centres	3.63	3.73	

 Statistically on par with target       Statistically higher than target       Statistically lower than target

\* Mean score out of 5

## Operational projects

 Completed     On target     Behind schedule

### Completed

**G4** Waste education and behaviour change projects

**G13** Working with business – responsible waste management

**G6** Waste/cleansing plant/ fleet review

### On target




**G4 G8** Implement Event Waste Management Strategy

**G6** Implement Single Use Plastics Strategy

### Behind schedule

**G4 G8** Implement Waste Strategy – A separate Waste Strategy will not be developed for the Northern Beaches. It is part of the Northern Beaches Environment and Climate Change Strategy.

## Capital projects

 Completed     On target     Behind schedule

### Completed

#### Waste and Cleansing

**G4** Clontarf Reserve new recycling station

**G13 G4** Compactor bins trial

### Behind schedule

**G4** Domestic waste bins - bin replacement – Minor delays in the bin distribution program resulted in the delivery of the remaining bins in July 2019.

## Kimbriki Resource Recovery Centre



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

### Supporting CSP goals

G4

G6

Kimbriki delivers reliable, responsible and sustainable waste management and recycling services to the local community. The service operates an Eco House and Garden for education on sustainability as well as a Buy Back Centre selling salvaged building materials and furniture.

### Site works

The leachate treatment plant was completed. The plant captures leachate and disposes of it safely off site, improving on site management of wastewater and delivering additional, long-term environmental protection.

Construction commenced on a new engineered landfill cell. This involves bulk earthworks to maximise airspace, installation of a drainage network to divert groundwater then installation of a multi-layered barrier system and pipe network to capture wastewater and convey it to the leachate treatment plant.

### Energy saving

A new solar array capable of generating up to 65kW hours of electricity has been installed on the roof of the Kimbriki administration building. The system went live in March 2019 and has since saved the equivalent of 16 tonnes of CO2 equating to approximately 106,000 km of car travel. Kimbriki is now exploring opportunities for additional installations on other buildings on site.

### Kimbriki Eco House and Garden

Over 4,200 school students and 1,200 adults have participated in waste education workshops either at the Kimbriki EcoHouse and Garden or through our staff visiting local schools and community groups. A wide range of topics were covered, ranging from home composting and worm farming to home veggie gardening and native bee husbandry to name just a few.




The EcoHouse has also expanded its services to include an Honesty Shop. This sells locally sourced and propagated plants as well as gardening supplies in the purpose-built nurseries constructed from re-used materials.

### Bikes4Life

Kimbriki Environmental Enterprises has partnered with Bikes4life, a not for profit that receives donations of damaged or worn out bikes and repair and send them to disadvantaged communities in Africa and the Asia-Pacific. Bikes and parts are transported in shipping containers, which become the repair shop and store. Repurposing old bikes in this way supports disadvantaged communities and reduces waste.

Since the partnership commenced in November 2018 over 530 bikes have been donated and 360 were repaired and repurposed.




## Performance results

Performance measures	Target	Result 2018/19	
Total waste diverted from landfill	79%	84%	
Domestic dry waste diverted onsite from landfill	10%	4.6% *	
Compliance with environmental requirements	100%	100%	

 Achieved target       Behind target

\* Diversion from landfill has been impacted by delays in procuring new recycling contractors.


## Operational projects

 Completed       On target       Behind schedule

### Completed

G4 Review site operations and develop new business plan consistent with Council's vision for the site

## Capital projects

 Completed       On target       Behind schedule

### Completed

#### Kimbriki improvements

G4 Kimbriki high level drain  
 G4 Kimbriki western bund wall on Area 3B  
 G4 Kimbriki leachate treatment plant  
 G4 Kimbriki cell development Area 4B  
 G4 Kimbriki landfill resource recovery facility  
 G4 Kimbriki vehicles  
 G4 Kimbriki renewal program  
 G4 Kimbriki other

### On target

G4 Kimbriki landfill cell development Area 4A

G4 Kimbriki gas capture system





Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

### Supporting CSP goals

- G5
- G7
- G8
- G21
- G22

This service prepares strategic plans and policies to manage growth and development on the Northern Beaches. The service focuses on protecting the natural environment whilst providing for sustainable housing and economic growth; as well as integrating land use with transport planning and protecting the character of important places.

### **Local Strategic Planning Statement (LSPS)**

Together with the community, we're creating Towards 2040, our Local Strategic Planning Statement. This will outline our vision for the future, set priorities and actions to achieve planning principles and confirm our commitment to a sustainable future. We consulted extensively with the community which included facilitating a joint meeting of the six Strategic Reference Groups to kick-start preparation of the LSPS.

We also completed a review of the four Local Environment Plans (LEPs) that apply to the Northern Beaches against the priorities and actions of the North District Plan. The review, which was endorsed by the Greater Sydney Commission, is the first step in the creation of a new LEP for the entire Northern Beaches.

### **Frenchs Forest Precinct planning**

Council received a prestigious Excellence in Communication RH Dougherty Award in recognition of the Northern Beaches Hospital Precinct Structure Plan during NSW Local Government Week in August. The judges recognised the project as "a complex project which covered so many bases, developed messages for all its audiences, and truly displayed excellence."

Council was also awarded a special commendation in July by the Greater Sydney Commission, for collaboration with the community, at the 2018 Greater Sydney Planning Awards.

### **Affordable housing**

Council has been working closely with the Department of Planning, Industry and Environment to determine the exact feasibility of an affordable rental housing provision in the planned Frenchs Forest Precinct. This will support essential workers to live and work in our community, benefiting us all. A draft Affordable Rental Housing Scheme has been prepared for exhibition together with rezoning documentation for Frenchs Forest.

Consultants were also appointed to prepare a Housing Strategy. This strategy will also analyse the supply of and demand for affordable housing in the Northern Beaches.

### **Pittwater Waterway Strategy**

The Pittwater waterway is iconic and one of the Northern Beaches most significant natural assets. Following extensive community engagement over several years, in June this year Council adopted the Pittwater Waterway Strategy 2038. The Strategy will ensure that the waterway is enhanced and protected into the future. It focuses on key elements such as the economic development and activation of the waterway, as well as the natural environment, natural reserves and recreation and waterway regulation.


### **My Place: Avalon - Avalon Place Plan**


A place plan is being developed for Avalon. So far, over 1,500 people who live, work and play in Avalon have provided their thoughts both online and at workshops and pop-up stalls around their vision for Avalon. This feedback which includes valuable insights into youth, arts and culture, natural environment, heritage, business and the local community, was published in January 2019 in Spotlight on Avalon. A community reference group has been established to assist us as we prepare the draft Avalon Place Plan, and the community will have further opportunities to be involved when the plan goes on public exhibition in 2020.

### **Contribution plans updated and finalised**


Contribution plans help fund infrastructure required as result of development by allowing Council to levy a contribution towards the infrastructure needed.




During the year, the contribution plan for Warriewood Valley, Dee Why Town Centre and the Northern Beaches Plan (which covers all areas except Dee Why and Warriewood) were finalised. These plans will ensure Council can deliver high quality, functional and much needed public facilities for the community.

Performance measures	Target	Result 2018/19	
Planning proposals assessed within 90 days (from lodgement to submitting report to IHAP)	100%	75%*	

 Achieved target       Behind target

\* Four proposals were received and one application exceeded the 90 day assessment target due to discussions with the applicant.

Satisfaction measures	Target *	Result 2019*	
Managing development (land use planning)	2.83	2.81	

 Statistically on par with target       Statistically higher than target       Statistically lower than target

\* Mean score out of 5

## Operational projects



Completed



On target



Behind schedule

### On target



- 
- G7** Implement the Pittwater Waterway Review
- 
- G8** Develop place plans for Avalon, Mona Vale and Manly
- 
- G7** Develop an Aquatic Reserve Masterplan which includes the development of a state of the art education and recreation precinct
- 
- G5 G21** Undertake Northern Beaches Strategic Land Use Planning Study
- 
- G5 G7** Implement an Affordable Housing Policy
- 

### Behind schedule



- 
- G5** Structure planning and rezoning - Ingleside - to deliver a new sustainable suburb. This will include achieving a Green Star Communities rating – *On hold pending the outcome of the bushfire evacuation study commissioned by the Department of Planning, Industry and Environment.*
- 
- G5** Precinct planning - Frenchs Forest - to deliver a sustainable town centre and precinct. This will include achieving a Green Star Communities rating – *On hold pending completion of the traffic and transport and other technical studies.*
- 
- G7** Structure planning and rezoning - Brookvale - to deliver revitalisation to Brookvale Town Centre – *On hold pending completion of the employment and transport study.*
-



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

**Supporting CSP goals**

- G5
- G7
- G8
- G19

This service assesses Development Applications (DA) in line with local and state planning controls. During the year we received 1,570 DAs, 673 Modification Applications, 55 Review of Determination Applications and held 271 DA pre-lodgement meetings.

## Highlights

### **Better online services**

Improvements to our website makes it easier for applicants and the community to understand the process for lodging DAs. We published separate web pages to better explain exempt development (no approval required), complying development (approval required) and how to seek further assistance and contact our planning enquiry service. Other online enhancements include improvements to forms which have been simplified and streamlined; for example the form for Shadow Diagrams has been incorporated into the DA form. We also improved the online search functionality making it easier to view recently determined applications, providing greater transparency to our community.

Our planning enquiry service now allows applicants to request a quote for a DA fee online and by phone. We are also working on an online fee calculator for DAs, allowing applicants to create a fee quote on the spot, saving valuable time for the customer and Council. It is anticipated this will be launched early in 2020.

Council trialled paperless DA lodgement, with promising results. We are currently working on, and plan to launch in 2020, a paperless lodgement service which will significantly improve processing times.

### **Improvements to pre-lodgement meetings**

Pre-lodgement meetings are an important service for customers looking to develop their property. It allows opportunities to discuss the proposal with Council so applicants can take steps to address issues prior to lodging the application. Pre-lodgement meetings are now arranged within three business days of submitting a pre-lodgement application and concept plans. These new arrangements provide a much better outcome for our customers who previously could wait up to three weeks for confirmation of the meeting date.

## Performance results

Performance measures	Target	Result 2018/19	
Applications for new additional housing stock determined under delegation within 40 days (Development Applications and Complying Development Certificates)	90%	31% *	
DAs determined under delegation within 60 days	90%	39% **	
Proportion of applications to independent panels that were upheld in favour of Council	>50%	83%	

Achieved target      Behind target

\* This measures the performance of both types of development approvals available on the Northern Beaches – a Council Development Applications (DA) and those privately certified with a Complying Development Certificates (CDC). It reflects the State Government’s measures across NSW. Due to the sensitive natural environment on the Northern Beaches and highly constrained sites, more DAs are lodged on the Northern Beaches than CDCs. DAs require more assessment and referrals, resulting in longer approval times.

\*\* A total of 1,353 DAs were determined under delegation, of which 524 were within 60 days. The number of complex assessments undertaken throughout the year impacted on the determination timeframes for less significant development proposals.

Satisfaction measures	Target *	Result 2019*	
Development approvals process	2.82	2.67	

Statistically on par with target      Statistically higher than target      Statistically lower than target

\* Mean score out of 5

## Operational projects

Completed      On target      Behind schedule

Completed	
G8	Review and monitor delegations in light of new Local Planning Panel (formerly IHAPs)

## Environmental compliance



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

### Supporting CSP goals

G1

G7

G8

G11

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



**Awareness raising**

Education programs, formal and informal advice are important tools in keeping our community and environment safe. These programs target individuals and businesses conducting activities that if carried out incorrectly can potentially pose a risk to the health of our community and environment.

We provide factsheets on several environmental matters, publishing two during the year. This information raises awareness, encourages voluntary compliance and provides advice to overcome barriers to positive behaviour, and avoid non-compliance.

Food borne illnesses can be fatal particularly for the young and vulnerable. This year we have delivered programs to support good food hygiene practices including seminars at child care centres and other food related businesses to equip operators with the knowledge to prepare and store food safely. Other activities included a regular newsletters to food businesses communicating changes to standards, participating in *Global Hand Washing Day* in October and, routinely inspecting food premises that conduct food preparation processes identified as hazardous (sushi, raw egg, rare burgers, etc).

Our Canine Connect event in November 2018 was popular with residents and their pets. Focusing on responsible pet ownership, the event delivered information on a wide range of issues including tick awareness, de-sexing, animal behaviour and welfare.

We participated in the 'Get the Site Right' program. This focuses on improving erosion and sediment control at commercial and residential building sites. Over a five-day period construction sites were visited to assess sediment and erosion control measures. This raised awareness about the effects of soil and sediment run-off on aquatic life as well as the health of our waterways. It also resulted in action to improve erosion and sediment control on a number of sites.

**Improving response times**

With the adoption of the Compliance and Enforcement Policy and Guidelines in October 2018, there is now a single approach to enforcement across the Northern Beaches. This policy and

guidelines supports consistency and transparency in decision-making and replaces the policies of the former councils. It allows staff to act promptly and in a measured way to allegations of unlawful activity.

We have strengthened our capability in responding to animal management requests. An additional officer joined the Animal Management team allowing quicker responses to customer requests in relation to barking and off leash dogs and dog attacks.

Our rangers are in field patrolling and responding to customers seven days a week from 7am -6 pm. They work closely with local police around Alcohol Free Zones in Manly, particularly in Shelly Beach and East Esplanade. In response to community concern, a night service operates in Manly until 11pm to enforce alcohol legislation.

We provide rapid response in emergencies, ensuring premises are safe and the environment protected. In March, our Building Control and Environmental Health teams attended following a building fire in Cross Street, Brookvale. Notices and orders were issued to the owner of the property to take action to protect the safety of adjoining properties and the public. The matter was resolved in September 2019 with the demolition of the building.

**Compliance and enforcement**

Over 24,000 customer requests were received this year on environmental and building matters. Issues raised included hygiene standards of food premises; waste water; asbestos; skin penetrations premises; cooling towers; illegal building works; abandoned vehicles; nuisance dogs; pollution, unclean/unhealthy premises and inadequate pool barriers. Each matter was investigated which included visiting the site, speaking to the parties, mediating a resolution and in some cases issuing notices and orders to protect public safety and the environment.

**Building approvals**

We provide professional certification services on the Northern Beaches for all types of development. Residents and builders can appoint a private certifier or Council to act as the certifying officer for Construction Development Certificates and Complying Development Certificates. This year we approved over 350 certificates, including Building Information Certificates and Final Occupation Certificates.




## Performance results

Performance measures	Target	Result 2018/19	
Critical and high risk retail food premises inspections completed, in line with schedule	100%	100%	✓
Critical and high risk public health inspections completed, in line with schedule	100%	100%	✓
% retail food premises rated as a high or critical risk	≤ 25%	27% *	✗

 Achieved target
  Behind target

\* Retail food premises rated as a high or critical as a percentage has increased (2% above the target). This is a result of current food trends with more food businesses conducting hazardous processes (sushi, raw egg, rare burgers, etc) and a high turnover of food businesses with 271 new food businesses registered this year compared to 164 last year. Despite this 82% of businesses are passing their routine inspections and achieving a 'Scores on Doors' rating (3-5 stars).

Satisfaction measures	Target *	Result 2019*	
Food safety standards of retail food outlets	3.81	3.87	—
Companion animal management	3.30	3.36	—
Litter control and rubbish dumping	3.47	3.48	—
Environmental protection and regulation	3.34	3.35	—

 Statistically on par with target
  Statistically higher than target
  Statistically lower than target

\* Mean score out of 5



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

**Supporting CSP goals**

- G4
- G5
- G8
- G9
- G11
- G13
- G22

We have 2,722 beautiful hectares of open space as well as many trees in public spaces that we are responsible for maintaining and managing. This includes open spaces used for sport, recreation and leisure including playgrounds, sportsfields, rockpools, skate facilities, hard courts, golf courses, dog exercise areas, gardens and parks including Manly Dam and Narrabeen Lagoon. Our lifeguards are also responsible for ensuring the safety of people visiting our beaches with patrols and education.

## Highlights

### Beach safety

Our 21 patrolled beaches received over 10 million visitors in 2018/19. Our lifeguards, with the support of volunteer lifesavers performed nearly 1.2 million preventative actions, over 800 rescues and nearly 4,000 first aid actions. 50,000 other actions, such as warnings and education of the public were completed - keeping our beaches safe for residents and visitors.

Manly is patrolled every day of the year, and patrols at Dee Why and Freshwater are daily from September to May. Most other surf beaches are patrolled every day from 9am - 5pm from the end of September until the end of April - hours are extended in the summer peak.

Drones are also now part of our rescue kit with three purchased for shark sightings and search and rescue activities.

### Sportsgrounds

Our sportsgrounds strategy continues to guide our investment in sporting infrastructure, improving the availability, resilience and quality of our sporting fields, courts and facilities.

Improved lighting makes training more enjoyable, expands the available hours for club training and makes evening competitions possible. New or upgraded sportsfield lighting projects were completed at Bantry Bay Oval, St Matthews Farm, Old Rheub Hudson, Dee Why Oval, LM Graham Reserve, Plateau Park, Newport Oval and North Narrabeen Reserve.

Major sportsfield renovation of Newport Oval, Beacon Hill Oval, St Matthews Farm, Rheub Hudson and Denzil Joyce Ovals were completed. Minor turfing also took place at Cromer Park, James Morgan Reserve, Dee Why Oval, Millers Reserve, David Thomas Reserve, Bantry Bay Oval, John Fisher Park Fields 3, 4 and 5 and Brookvale Oval.

We reconfigured the existing mini fields at St Matthews Farm to create an additional full sized playing field. The work also included two half and one full size baseball field, improved drainage and additional parking.

A new irrigation system at Newport Oval has improved the resilience of this sportsfield, especially over the hot summer months. Refurbishment of the cricket nets at Seaforth Oval, Weldon Oval and St Matthews Farm has created additional lanes for training and allows the adjacent sportsfields to also be used by other sports.

Our seasonal sportsground allocations and end of season ground changeover from winter sports to summer and back to winter sports were completed in time for the start of each season.

The NSW Waratahs held their Super Rugby competition match against the Hurricanes at Brookvale Oval in February 2019. This is the first time a Super Rugby match was hosted on the Northern Beaches and it was extremely popular and well attended.

### Playground improvements

The new and inclusive Berry Reserve Playground at Narrabeen has proved incredibly popular with the local community and visitors alike. It has been nominated for a number of awards for its innovative and creative play opportunities. Playgrounds at Fairway Reserve (Manly Vale), Gilbert Park (Frenchs Forest), May Road Reserve (Narrabeena) and King Street Reserve (Manly Vale) were also upgraded, along with Tania Park, which provides an exciting inclusive play experience.

### Parks and beaches upgrades

A new memorial and a shared pathway at Forestville War Memorial Playing Fields (Melwood Oval) was constructed completing the implementation of the Forestville War Memorial Playing Fields Masterplan. The shared path connects Melwood and Forestville Avenues and the pedestrian bridge over Warringah Road. The Memorial Path commemorates Australian involvement in battles through the Second World War and complements the first stage of work, which recognised Australian involvement in the First World War.

Improvements to the beachfront at South Palm Beach has increased the available grassed open space and the overall appearance and amenity of the area. We also completed stage one of the landscape upgrades at East Esplanade, Manly.

This included the construction of a new seating wall that runs the length of the promenade. The seating wall also prevents erosion of soil and debris from storm events entering Cabbage Tree Bay.

The development of the Clontarf Reserve Masterplan, Lagoon Park Landscape Plan and Little Manly Masterplan were significantly progressed in collaboration with the community. Once adopted by Council, these plans will guide the enhancement of these parks for the next ten years.

We continue to invest in the renewal of pedestrian paths at Manly Warringah War Memorial State Park (Manly Dam). The upgraded stairs, boardwalks and drainage at Manly Dam improves accessibility and means more people can enjoy this remarkable bushland park.

Works on the Careel Bay foreshore at George Street, Avalon were completed with a new seawall, pathways, landscaping and better access to the beach.

#### **Off-leash dog parks**

A new off-leash dog park opened at Avalon Beach Reserve this year with upgrades to existing off-leash dog parks at Hitchcock Park, Robert Dunn Reserve and Frenchs Forest Showground. Returfing was undertaken at multiple dog exercise areas including Griffith Park, Curl Curl Beach and Rowland Reserve.

#### **Towns and villages**

The Northern Beaches is renowned for its beautiful beaches and bushland but its beating heart are our town and village centres. We have commenced a program to improve and upgrade the centres. Works to beautify Dee Why continue with the completion of the streetscapes on Howard and Oaks Avenues. These improvements, along with the completion of works on private land is making a real difference to the look and feel of the area. Major upgrades are also underway in Manly's Central Business District.

In Narrabeen, work to upgrade the western side of Pittwater Road is complete and complements the rejuvenated car park, beautiful community centre and engaging playground. The pavement in front of the shops on Powder Works Road, North Narrabeen was also improved.

#### **Tree management**

Trees on the Northern Beaches beautify the streetscapes, provide shade and cooling and enhance the local environment. This year we planted 4,061 trees on streets, parks and near playgrounds. There were also over 1,600 native trees given to the community as part of four separate tree giveaways to help green the Northern Beaches and maintain and increase our urban tree canopy.

#### **Grants for local sports and recreation**




Our annual sports grant allow us to partner with local sporting bodies to improve recreation facilities on Council owned or managed land. Six projects received funding through the 2017/18 grants program with this year's works improving local tennis, rugby union, football and lawn bowling facilities. This year we were able to grant an additional \$100,000 with four more projects finalised, improving facilities for sailing, golf, croquet and rugby league.

## Performance results

Performance measures	Target	Result 2018/19	
Number of preventative actions by professional lifeguards on patrolled beaches	N/A	1,199,491	
Rockpools cleaned weekly during summer season and every two weeks outside of summer	95%	99%	✓
Sportsfields mowed weekly in summer playing season and monthly in winter	95%	96%	✓
Net change in street tree numbers (no. trees planted relative to the number of trees removed)	Net increase	+ 2,536	✓
Increased availability of sportsfields out of school hours as a result of improvement works (playing hours)	>4,289	4,342	✓

 Achieved target
  Behind target

Satisfaction measures	Target *	Result 2019*	
Provision of lifeguards on beaches	4.43	4.43	—
Parks and recreation areas (including playgrounds)	3.87	3.88	—
Sporting fields and amenities	3.58	3.72	—
Management of trees	3.30	3.25	—
Trails and tracks	3.69	3.77	—
Keeping town centres and villages vibrant (eg activities, mixed uses, landscaping)	3.43	3.44	—
Wharves and boat ramps	3.38	3.65	↑

 Statistically on par with target
  Statistically higher than target
  Statistically lower than target

\* Mean score out of 5

-  Completed
-  On target
-  Behind schedule

## Completed

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**G13**    Develop the parks and recreation website to ensure user friendly access to information  
**G22**

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**G5**    Implement a new integrated private tree application process

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**G8**    Develop masterplans – Little Manly and Clontarf Beach

---

**G5**    Implement a tree planting program

---

**G5**    Implement proactive tree maintenance program that aims to reduce risk of public tree failure

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## Behind schedule

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**G5**    Develop a mountain bike strategy - the provision and development of mountain bike facilities will be  
**G9**    included in the open space and recreation strategy, development of which will commence August 2019.

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**G22**    Develop and implement a system for measuring customer experience for parks and recreation - this is a  
 component of a larger project for the organisation. The experience of parks and recreation customers will  
 be considered in the development of a broader customer experience project for Council during 2019/20.

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**G8**    Develop and implement operational plans for Manly Oval and North Narrabeen  
 Reserve including Pittwater Rugby Park - this project has been transferred to 2019/20  
 parks and recreation program and will be completed in that year.

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**G9**    Develop an open space strategy (including for playgrounds) – deferred to 2019/20 to allow  
 the local strategic planning statement and related studies to be completed.

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**G11**    Implement recommendations from the review of beach lifesaving services – the review is complete and  
 will be incorporated in the life saving agreement which will be finalised in the new financial year.

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Completed



On target



Behind schedule

**Completed****Sportsgrounds improvements**

- G8 G9 Forestville War Memorial playing fields masterplan implementation
- G8 G9 Sportsfield renewal program
- G8 G9 Warriewood Rugby Park clubhouse

**Playground improvements**

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

**Town centre and village upgrades**

- G8 G9 Minor streetscape improvements place making infrastructure

**Reserves and parks improvements**

- G8 G9 Reserves - new and upgrades
- G8 G9 Reserves renewal program

**Foreshore and building improvements**

- G5 Foreshores renewal program
- G5 Foreshores - new and upgrades
- G5 Rockpool - renewal program
- G5 Dinghy storage new
- G5 Dinghy storage replacement of racks
- G8 Collaroy Beach – new accessible public amenities and ramp upgrades
- G8 G9 Long Reef Surf Life Saving Club – new building works
- G8 G9 Long Reef Surf Life Saving Club - renewal works

**Recreational trails**

- G4 G5 Recreational trails - renewal program



**On target****Sportsgrounds improvements**

**G8** Sports club capital assistance program

**Reserves and parks improvements**

**G8 G9** Youth facilities

**Recreational trails**

**G4 G5** Narrabeen lagoon trail - aquatic boardwalk

**Playground improvements**

**G8 G9** Connecting all through play - inclusive play

**Behind schedule****Sportsgrounds improvements**

**G8 G9** Sportsgrounds - new and upgrades – *delayed as additional reports required for the development application for lighting at Tania Park*

**G8 G9** Connecting all through play - active play – *lease agreement delays*

**Town centre and village upgrades**

**G8 G9** Town and village enhancements (Pittwater) – *works have been completed at Avalon and North Narrabeen. There was a contract management delay for the paving at Mona Vale*

**Reserves and parks improvements**

**G8 G9** Glen Street masterplan implementation – *completion of the conversion of playing fields to synthetic was subject to weather delays*

**G8 G9** Warriewood Valley - public space and recreation – *project behind because of delays in preparation of detailed design*

**Foreshore and building improvements**

**G8 G9** Mona Vale Surf Life Saving Club – *new building works – delayed for design changes requested by the Club*

**G8 G9** Mona Vale Surf Life Saving Club - *renewal works – delayed for design changes requested by the Club*

## Children's services



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

### Supporting CSP goals

G8

G9

G11

G12

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

## Highlights

### Improved facilities

Our centres continue to be improved to ensure high-quality care to children and their families. Refurbishments at the Harbour View Children’s Centre at Seaforth were completed in October 2018. This included renovation of the rooms, outdoor areas and kitchen. As well as updating the centre, the works meant we could care for more children under three years of age. Our places increased from 44 to 52 per day.


### Supporting families

We support vulnerable and at-risk families in our community. 78 children and families with additional needs and another 49 children with families facing difficult circumstances or risks, engaged with our early childhood services this year.


### High Standards




The National Quality Standard sets the national benchmark for the quality of children’s education and care services across Australia. Our Dee Why, Narrabeen, Brookvale and Belrose Childrens Centres as well as our Family Day Care service and Ivanhoe Park pre-school were officially rated as ‘Exceeding the National Quality Standard’ under the Framework this year. Overall, we are now in the top 13% in NSW for the standard of services we provide to our families and children.

## Performance results

Performance measures	Target	Result 2018/19	
% of childcare services that meet/exceed standard for National Quality Framework	100%	100%	
Number of additional needs children enrolled in child care services	N/A	78	

 Achieved target       Behind target

Satisfaction measures	Target *	Result 2019*	
Provision of childcare services	3.32	3.50	

 Statistically on par with target       Statistically higher than target       Statistically lower than target

\* Mean score out of 5

## Operational projects



Completed



On target



Behind schedule

### Completed



**G11** Providing quality education and care - meeting or exceeding the National Quality Standard

**G12** Support children from diverse socio-disadvantaged backgrounds to participate in quality early education and vacation care programs

## Capital projects



Completed



On target



Behind schedule

### Completed



**G9 G11** Harbour View Preschool/community centre upgrades

**G9 G11** Children's centres works program

### On target



**G8 G11** Dee Why Children's Centre design works

**G8 G11** Kangaroo Street Preschool new works



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

**Supporting CSP goals**

- G8
- G9
- G10
- G11
- G12

We support and facilitate a wide range of social and community services to build social capital and enhance the health and well-being of individuals and families. Over 100 programs and events focusing on vulnerable communities, the aged, people with disability and youth are delivered across the community.

We provide accessible and affordable facilities at 41 community centres, nurture creativity with 300 arts and cultural events a year, as well as providing creative spaces, a regional art gallery and museum and a performing arts theatre

## Highlights

### Arts and culture

A major accomplishment over this past year was the development of the draft arts and creativity strategy. With 868 community members participating in community engagement to develop the draft, it went on public exhibition from November 2018 until February 2019. On exhibition, a further 100 community members provided feedback, gathering 92% support for the draft strategy.

The Creative Space in North Curl Curl hosted 22 exhibitions, with 7,600 visitors through the doors to view a wide range of community arts.

We received \$36,800 from the NSW Office of Environment and Heritage Activation Grant to fund Heritage near me: our stories. This project created activations with local artists at Manly Esplanade, Irrawong Falls and Fisherman's Hut at Long Reef, with over 650 members of the public participating.

The Creative Made Market at the new Narrabeen Tramshed in December was a huge success once again. Thirty market stallholders and around 2,000 visitors enjoyed a day of creative handmade and local wares. This project was nominated for a Local Government Excellence Award in the creative communities category.

### Manly Art Gallery and Museum (MAG&M)

With close to 70,000 attendees this year, our gallery's permanent artwork collection was enhanced by major acquisitions including paintings, photography, works on paper and ceramics by renowned artists. The Theo Batten Gallery was extensively refurbished with the addition of acoustic panels, new stairs to the ceramics gallery and new skirting boards, and its floors were repaired and polished.

In addition to the ceramics collection display, covering the full range of contemporary art practice, MAG&M featured 15 exhibitions, ranging from; *Destination Sydney: Reimagined*, the three galleries' retrospectives (Manly, Mosman and S H Ervin), nine major Sydney artists and various solo and group exhibitions by well-known artists. All exhibitions were complemented by well-attended public programs of artist talks and workshops.

As well as the regular Kids Art programs and life drawing classes, programing included a popular film series on artists, the Creative Connect series of lectures by art practitioners and the Creative Women's Circle series of professional development seminars. The Manly Arts Festival featured over 70 events and drew some 12,000 participants. The music program included the *Sound Lounge* series and the Sydney Chamber Music Festival.



### Community centres

Over 1.1m people attended our community centres for meetings, classes, social functions or other community educational or recreational activities. These facilities are used extensively by 400 regular groups who hold activities in the 41 centres, and numerous casual bookings, for events such as family gatherings or birthday parties. The centres are available to hire seven days a week, 52 weeks a year.

The Tramshed Arts and Community Centre (Narrabeen) re-opened in October. The re-opening coincided with upgrades of the adjacent Berry Reserve Playground and B-Line car park in the surrounding precinct. The centre with the renovated heritage tram out the front is now a highly visible focal point for the Northern Beaches.

### Glen Street Theatre

Our Theatre, in the heart of Frenchs Forest/Belrose has shows for all ages. Over 34,000 people came through the doors to see programs such as the popular *Music for Seniors*, and *KidsPlay* for children and families. Educational shows for schools and the annual season program including sell out performances of *The Wharf Review* were also a smash hit.

Alongside professional performances, the venue also show cases local talent with over 25,000 children performing on stage before live audiences. Performances included Manly Musical Society, Northern Beaches Eisteddfod and Sydney North Public Schools Dance Festival

This year saw the development of a strategic partnership with the National Institute of Dramatic Art (NIDA). NIDA is Australia's leading centre for education and training in the performing arts and now delivers onsite training at Glen Street Theatre for young people. Demand for this service was high and additional classes have been added to meet this need in our community.

### Youth and families

A broad range of events and programs were held throughout the year for local young people. 25 activities were held across the Northern Beaches in April for National Youth Week with over 2,600 young people participating.

The Northern Composure band competition is now in its 17th year and the final saw six local bands competing for over \$15,000 in prizes. More than 1,650 people attended the three heats and final, with *Heartlake* winning the Judges' Choice category and *Tarantino* winning the Audience Choice Award.

ArtDecko is another annual highlight, with over 250 skatedecks decorated by young people and guest artists. The skatedecks were on display at the Northern Beaches Police Citizens Youth Club (PCYC) in Dee Why.

Over 500 parents, carers and young people attended the *Surviving Year 12* speaker's night delivered by Dr Michael Carr-Gregg in June. This event was hosted in partnership with Oxford Falls Grammar School and also featured a Youth Services Expo.

There were six major live music events at the Northern Beaches PCYC, with 3,850 people attending. These events feature national headline bands, being supported by local youth bands.

The inaugural Northern Beaches Youth Advisory Group (YAG) wrapped up its term in June. The 25 young members, with representation from across the Northern Beaches, participated in more than 30 events and activities and were consulted on a range of diverse topics throughout the year to gain their valuable input. A new YAG has now been recruited for 2019/20.

The adolescent and family counselling service provided over 800 free and confidential counselling sessions to young people and their families. This was complemented by regular parenting workshops throughout the year.



### Support for our community

Meals on Wheels delivered over 17,700 meals to older people in the community to enable them to live at home, prevent social isolation and defer possible admission into an aged care facility. Community lunches were a successful addition to the home delivery service this year. On average, 130 people attended the monthly community lunches, enjoying a healthy meal and building social connections.

The Hop Skip and Jump service provided transport to 325,562 passengers around the Manly-Balgowlah-Seaforth area throughout the year.

### Community development

The inaugural Big Ideas Forum, *Why Neighbourhoods Matter*, held in March at Glen Street Theatre included a keynote presentation by Hugh Mackay and panel discussion for a packed house of 320 people. The second forum *Mental Health: Conversations We're Not Having* had 300 participants with a keynote presentation by John Brogden and a panel discussion. This new forum seeks to engage the local community in the robust exchange of ideas and provide a strategic platform for community engagement across relevant social issues.

### Community and cultural development grants

In the first year of the community and cultural development grants program, we distributed \$240,477 in grant funding to 39 projects. This program seeks to encourage and support our local community groups to provide innovative projects that deliver community and cultural benefits across the Northern Beaches.

### Seniors

This year's Seniors Festival 2019, with the theme *Love Your Life*, featured 16 activities with over 1,600 people taking part. It included activities on healthy and creative ageing, exercise and dance, as well as an *Express Yourself Expo* with local performers *The Third Age Rock Orchestra* and *The Big Sing*.

The ever-popular Seniors Directory had over 8,500 copies distributed to local residents. A reprint of 6,000 copies has been ordered to respond to the ongoing popularity of this resource.

### Community safety

The community safety committee continues to focus on key social issues affecting our community. We have commenced strategic coordination in suicide prevention, lobbying on several key issues including homelessness, mobile phone technology, sale of nitrous oxide, and a submission to the special commission of inquiry into the drug *ice*. It assisted to secure funding for the local drug action team, liquor accord and crime prevention division to reduce youth-related crime in Newport and Mona Vale.

There were 55 reports of rough sleeping in public spaces managed by the team, and over 20 community safety audits were undertaken in locations experiencing crime or safety concerns.

As part of the *More to Manly Safer Laneways* project, funded by Federal Government safer communities grants, large scale murals were created around the Manly CBD, in Market Lane, Rialto Lane and Pacific Waves car park, and additional closed circuit television (CCTV) and lighting were installed at various locations.

The Northern Beaches suicide response steering group was established this year and includes members from Police, NSW Health and a wide range of local services. The group seeks to prevent suicide through a range of strategies. Suicide prevention and awareness training has been delivered to over 300 community members and 83 specialist services, including Police and emergency first responders. Council also held a Suicide Prevention Roundtable to bring services together and worked with residents with lived experiences.

**Disability services**

An online disability services hub has been added to Council's webpage as well as a new Inclusion Award category established for the Northern Beaches Local Business Awards for 2019. This award encourages local businesses to take active steps in making their businesses accessible and inclusive.

*Two Human library - stories of the Northern Beaches* events were held for inclusion week and international day for people with disability and for refugee week. These events involved local people sharing their personal stories of overcoming prejudice, discrimination and life challenges and there were over 80 participants in this live interaction.

A progress report on the implementation of our Disability Inclusion Action Plan is at page 162.

**Volunteer engagement**

Volunteers continue to support the Northern Beaches community, with new volunteers recruited across Council services and programs, including Meals on Wheels, Manly Art Gallery & Museum, Libraries, Bushcare, Cemeteries, Environment Centres and Manly Visitor Information Centre. Volunteers also supported a range of community events, such as Taste of Manly, Anzac Day and the Northern Beaches Art Prize.




New volunteers can now access more information on the Council website regarding volunteer roles, and can contact our new, dedicated Volunteer Coordinator to assist with placement into a suitable role.

Performance measures	Target	Result 2018/19	
Number of Meals on Wheels services	≥17,300	17,736	✓
Number of clients for Youth and Family counsellors	≥540	620	✓
Number of volunteers who actively participate in ongoing Council programs	≥1,000	2,206	✓
Community centres: user satisfaction (mean score of hirer's survey out of 5)	≥3.5	4.66	✓
Number of attending arts and culture events/ performances	≥123,400	153,459	✓
Number of people attending community development events/ programs	≥17,300	23,380	✓
Number of hop, skip and jump passengers	≥ 379,400	* 325,562	✗

 Achieved target
  Behind target

\* The target was based on unreliable data and has been revised for future years.

Satisfaction measures	Target *	Result 2019*	
Facilities and services for youth	3.21	3.21	—
Facilities and services for older people	3.36	3.53	↑
Facilities and services for people with disabilities	3.36	3.23	—
Arts and cultural facilities (e.g. Glen St Theatre, Manly Art Gallery and Museum)	3.34	3.55	↑
Community centres	3.49	3.51	—

 Statistically on par with target
  Statistically higher than target
  Statistically lower than target

\* Mean score out of 5

## Operational projects



Completed



On target



Behind schedule

### Completed



- 
- G10    Develop an arts strategy

---

  - G8       Develop a community centre strategy

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  - G10    Develop a public art policy and guidelines

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  - G12    Develop and support disability education and awareness initiatives

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  - G12    Support biennial inclusion awards to recognise local businesses and community organisations demonstrating best practice

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  - G12    Develop a volunteer management framework

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  - G9       Youth activities at Police Citizens Youth Club, Dee Why

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  - G10    Develop a Manly Art Gallery and Museum masterplan

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  - G9       Expansion of the Meals on Wheels service

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  - G10    Develop a programming strategy for Glen Street Theatre

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  - G8       Develop and promote an online disability inclusion and access information hub




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  - G11    Support the establishment of a youth and wellbeing hub at Mona Vale
- 

### Behind schedule



- 
- G8       Develop a Social Plan (2018/19), and specialised plans for specific demographics (youth, aged, disability, CALD, etc.) – awaiting completion of demographic profiling and the social infrastructure study.
-

 Completed     On target     Behind schedule

## Completed

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### Art works

- G8 Manly Art Gallery - art works
- G8 Theo Batten bequest - art works

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### Cultural improvements

- G9 Manly Art Gallery renewal works
- G10 Glen Street Theatre renewal works
- G10 New creative art space - northern end of the Northern Beaches local government area

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### Community centre improvements

- G9 Community centres minor works program
- G9 Community buildings works program
- G9 Warriewood Valley community centre

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## On target

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### Cultural improvements

- G10 Coast Walk - art trail

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## Behind schedule

- G9 Beacon Hill Community Centre and Youth Club - *builder's contract was terminated due to non-performance.*
-

## Library services



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

### Supporting CSP goals

G9

G12

G18

Our six libraries in Dee Why, Forestville, Glen Street in Belrose, Manly, Mona Vale and Warringah Mall in Brookvale are important community spaces that are visited over a million times a year. We host over 1,000 activities each year covering diverse topics, author talks, and children's activities including school holiday workshops and HSC lock-in events. Five community libraries in Avalon, Terrey Hills, Seaforth, Harbord and the Book Lovers' Club Northern Beaches in Narrabeen are also supported by Council.

## Highlights

### Library membership

At the end of June 2019 there were 184,103 members across the library service of which 51.8% are residents of the Northern Beaches. Additionally, 409 less mobile customers receive a visit from the home library service once every three weeks so they can continue lifelong learning.

Nearly 1.4 million items were borrowed with close to 200,000 being e-Loans. The trend of physical loans reduced this year is due to customers becoming more comfortable with the service's e-platforms. There has been a 57% increase in e-loans from the previous financial year and investment in the e-collection is expanding to keep pace with demand.

Access to online information continued to be popular with library patrons, with the library website experiencing an 11.5% increase in visits, totalling 357,620 this year.

### Tiny Doors

In December, Tiny Doors was launched. This is a unique, youth-led public art project drawing on the creativity of young people from across the peninsula. The grant-led project featured a series of unique miniature art pieces, styled in the form of tiny doorways and portals. The tiny doors were created by local youth and installed in public spaces across the Northern Beaches. This project received the Local Government award for excellence in creative communities in June 2019.

### Library upgrades

The Manly and Mona Vale libraries progressed with their planned upgrades and refurbishments with design plans for both libraries in their final stages. Stage one of Manly library's refurbishment saw three new meeting rooms on level two opened to the public, alongside a new local studies section.

### Library programs




The programs delivered through our libraries continue to educate, entertain and inform our community with close to 50,000 people attending a program. This includes 1,264 youth and children's programs, 482 adult programs and 62 cross-generational programs.

### One library card for improved library services

Our library service achieved a milestone this year with the entire collection of more than 360,000 items across all six branches now available through one Northern Beaches Council library card. In addition, you can use the library card to:

- learn a new language
- gain a new skill
- stream a movie or documentary
- read or listen to a digital book
- swipe through a magazine
- find your family
- get study help.

## Performance results

Performance measures	Target	Result 2018/19	
Number of visits to libraries and library programs	≥1.18m	1.12m*	
Number participating in library youth activities	≥6,150	6,559	
Number of public computers	≥66	67	

 Achieved target       Behind target

\* While visits have now plateaued at over 1.1m per year, youth participation grew by 6%, youth membership by 18% and online e-loans by 57%

Satisfaction measures	Target *	Result 2019*	
Library services	4.06	4.02	—

— Statistically on par with target

↑ Statistically higher than target

↓ Statistically lower than target

\* Mean score out of 5

## Operational projects

👍 Completed

📅 On target

🕒 Behind schedule

### Completed



**G18** Single library management system for customers to improve and increase access to all library loanable items and services across the Northern Beaches public libraries

**G9** Modernise library spaces and identify opportunities to increase the number of spaces available in line with customer demand

**G18** Implement a single library card to access all library services across the Northern Beaches public libraries

**G12** Implement the Tiny Doors project as part of the Youth Opportunities Grant 2017/18

**G9** Implement new library opening hours to improve consistency and access to the service

**G9** Increase engagement with youth through a range of programs and activities




**G9** Increase volunteering opportunities across the service

**G18** Implement consistent loan and security processes across the public library service

**G18** Implement on-line customer suggestion and feedback process across all the public libraries to improve service delivery

**G18** Review and improve services for library customers in line with customer needs and demands



 Completed     On target     Behind schedule

Completed



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**Community space and learning**

- G12 New library books
- G18 New library technology
- G12 Replacement of library books
- G19 New library technology - printing and emerging technologies

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**Library upgrades**

- G9 Mona Vale library renewal works
- G9 Library buildings works program

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On target



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**Library upgrades**

- G9 Mona Vale library upgrades and new works
  - G9 Manly library renewal works
-

## Transport, traffic and active travel



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

### Supporting CSP goals

G6

G13

G16

G17

G22

We are committed to ensuring residents, workers and visitors can safely and easily move around the Northern Beaches. We maintain the road network that includes 850kms of roads and 52 car parking areas with approximately 14,400 car spaces, five parking stations and over 2,700 beach reserve car parks.

We also look after other transport infrastructure including footpaths, kerbs and gutters, bus shelters, guard rails, bridges, pedestrian bridges, causeways, retaining walls, pedestrian crossings, roundabouts and cycleways.

## Highlights

### Transport strategy

Following extensive community engagement, the Move Northern Beaches Transport Strategy was adopted in November 2018. Eight community information sessions were held across Manly, Warriewood, Collaroy, Dee Why, Mona Vale and Belrose, resulting in much valuable community feedback.

The adopted strategy aims to:

- change how we move around the Northern Beaches
- improve how we travel to other areas of Sydney
- decrease car dependency
- improve public transport usage
- support active transport
- manage parking and the road network
- integrate transport throughout our precincts, town and villages.

### Church Point cargo wharf renewal

This wharf was reconstructed to greatly improve its functionality, amenity and safety. It is for commercial users to transport bulky items such as heavy machinery, building materials and waste, to and from Scotland Island and the western foreshore.

### Palm Beach walkway

The iconic Palm Beach walkway was completed in August 2018 as a scenic, safe connection along Barrenjoey Road from the ferry wharf to Governor Phillip Park. The walkway, consisting of 560m of pedestrian footpath was partially funded by the NSW Government under the Stronger Communities Fund.

### Encouraging cycling

Bike Week was celebrated by over 200 people in September 2018 at Middle Creek Reserve, Narrabeen. Local businesses and riding clubs helped to promote the benefits of riding, shared pathway etiquette, and safety tips. The local fire station also came to the rescue, raising awareness of the risks of riding too close to trucks by using the fire truck to demonstrate truck blind spots.

Two bicycle workshops to improve riding skills and safety awareness were attended by 27 people. Overarching goals were also to motivate people to cycle more, and reduce the incidence and severity of crashes involving cyclists.

### Road safety for seniors

The senior road safety workshops held in January and February 2019 were attended by 126 people. Participants updated their awareness on roundabouts, and received rule updates and tips on driving and parking.

A further 20 seniors attended a Stepping On pedestrian safety workshop for tips and rules for navigating. Topics included roundabouts, handy pick up spots, legal and safe distances and the importance of using mobile phones appropriately when walking.

### Safety around schools

We initiated a program to monitor and prioritise safety around the 80 schools on the Northern Beaches. We are liaising with various primary and high schools to assist with road safety. Council has developed a safety around schools brochure on rules and regulations for safety, which is available on our website.

With our help, Balgowlah Heights Public school established the Northern Beaches' first official walking bus, allowing students to safely walk to school with parent supervision. This is a great initiative to reduce traffic congestion around schools, improve safety and promote a healthy lifestyle.

### Checking child restraints

We checked 223 cars and 324 restraints at our regular child car restraint checking days. More than 88% of restraints needed adjustment or replacement. The most common faults were that restraints were too loose, had twisted straps, installation at the wrong angle, or an incorrect or expired seat.

### Promoting safer driving for everyone

We partnered with a local organisation, Ubicar, to use their free driving app to promote safer driving. The app monitors phone distraction, speeding, acceleration, braking and cornering. Over 750 people took part in the Northern Beaches Safest Driver Competition with driver behaviour measured over 27,487 trips and some 324,737kms. Ages ranged from 17 to over 70 with drivers receiving specific information via the app which resulted in a:

- 40% reduction in phone distraction for the most at-risk drivers
- 27% reduction in braking too hard for the most at-risk drivers
- 11% reduction in speeding for the most at-risk drivers.

### Parking operations

Council operates five paid parking stations and 40 pay and display reserve car parks. We monitor the operation of these facilities and make adjustments in response to the needs of road users and the local community.

This year we replaced 111 pay and display machines across the Northern Beaches to improve customer service and reduce maintenance costs. We reduced fees and charges in Rowland Reserve (Bayview) and increased the amount of free 1P parking spaces for recreational users such as dog walkers.

We implemented the Church Point reserved parking space scheme to enable community members to have their own parking space in Church Point for residential purposes, and we upgraded parking equipment in Manly pay stations.

To support our residents to purchase and use electric vehicles, we added three new charging points for electric cars to the existing three at the PCYC car park.

### Reducing our fleet emissions

To help us work towards reducing emissions across Council operations, we purchased three fully electric cars to add to our fleet of light vehicles. This adds to the two plug-in hybrid battery vehicles already in use. These vehicles are cheaper for Council to run and maintain, better for the environment, plus have all the latest in safety technology.

### Car sharing points

During the year we developed and publicly exhibited our draft shared mobility policy to provide alternative transport options for residents and visitors alike. Currently, two car sharing companies operate on the Northern Beaches with just over 100 car share locations available for people to access shared vehicles.

Shared mobility schemes provide environmental, social and transportation system benefits related to personal vehicle usage and ownership, as well as vehicle kilometres travelled. They also have potential to expand the reach of public transport systems. As such they are supported by our shared mobility policy and guidelines enabling us to manage the services effectively for the best possible community outcomes.

### Construction and maintenance

Our construction and maintenance team deliver planned and reactive maintenance services on Council infrastructure. They completed 12,171 maintenance tasks or 46 tasks per business day. Improved scheduling of maintenance programs has resulted in a reduction of reactive drainage tasks during extreme weather.




This team provides on ground assistance in emergencies such as lagoon flood prevention and the Brookvale storage unit fire incident. They are our rapid response team during extreme weather events, averaging 200 tasks raised and completed within 48 hours of rain events.


### New public place team

The public place team are our eyes on the ground. They proactively fix minor issues with footpaths, paving, broken street furniture, missing street signs, dumped rubbish, graffiti and overgrown vegetation and 'make safe' any larger issues until staff can attend and complete repairs. They are building relationships with local shop keepers and business owners across the Northern Beaches since being established in May.












## Performance results

Performance measures	Target	Result 2018/19	
New assets completed for the planned active travel program	100%	100%	
Condition of local roads - average pavement condition - rated very good to satisfactory	>80%	94%	
Public transport patronage to City, Chatswood and Macquarie Park (bus passenger trips)	>32.53m	35.02m *	

 Achieved target       Behind target




\* An increase of 2.36 million passenger trips on the previous year, based on May 2018 - April 2019

Satisfaction measures	Target *	Result 2019*	
Condition of local roads	3.04	3.12	
Footpaths	3.16	3.21	
Bike paths	3.03	3.20	
Bus shelters	3.45	3.62	
Parking	2.77	2.80	
Traffic management	2.87	2.80	

 Statistically on par with target       Statistically higher than target       Statistically lower than target

\* Mean score out of 5

## Operational projects

 Completed     On target     Behind schedule

### Completed

**G13 G17 G22** Develop a Northern Beaches transport strategy

**G16** Review accessible parking provision

**G17** Develop a Northern Beaches walking plan




**G17 G22** Deliver an active to schools initiative to encourage walking and cycling to school in partnership with the Roads and Maritime Service

**G17** Develop and implement pedestrian access and mobility plans

### Behind schedule

**G6 G17** Develop Northern Beaches Bike Plan - *additional time spent on costing and programming actions*

## Capital projects

 Completed     On target     Behind schedule

### Completed

#### Active travel – cycleways and footpaths

**G17** Footpath new

**G17** Footpath renewal

**G17** Bayview to Church Point - timber walkway

**G17** Bike plan implementation - new works

**G17** Warriewood Valley - pedestrian and cycleway network

#### Road and related infrastructure upgrades

**G16** New traffic facilities

**G16** Kerb and gutter new

**G16** Scotland Island - roads and drainage improvements

**G16** Eramboo, Terrey Hills - new driveway

**G16** Kerb and gutter renewal

**G16** Retaining wall renewal

**G16** Parking station and meters infrastructure

## Completed

**Plant and fleet**

G16 Major plant renewal

G16 Light fleet renewal

**Wharf upgrades**

G16 Wharves works program

**Foreshore improvements**

G1 G9 Tidal pools refurbishment

## On target

**Road and related infrastructure upgrades**

G16 Road re-sheeting program

G16 Car park renewal

G16 Bus stop renewal

## Behind schedule

**Road and related infrastructure upgrades**

G13 G16 Warriewood Valley - traffic and transport infrastructure – delays associated with land acquisition for splay corners.

G16 Bridge renewal – works around the bridge abutments at Ocean Street deferred due to sand build up.

G16 Church Point - stage 2 road works – delays caused by extended approvals process.

**Wharf upgrades**

G16 Church Point – wharf extension – construction on hold until land ownership is finalised.

**Active travel – cycleways and footpaths**

G17 Connecting communities footpaths program – further design and consultation needed on Whale Beach Road. Other projects completed.

G17 Connecting communities cycleways program – utility delays for Collaroy and Warriewood. Extended consultation to ensure best outcomes for Newport, Avalon and Dee Why.





Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

**Supporting CSP goals**

- G7
- G8
- G9
- G10
- G15
- G19
- G20
- G21
- G22

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

### Bringing the community together

Attending community and civic events is a great way to catch up with or meet new friends. More than 70 events and festivals were delivered across the Northern Beaches bringing people together in our town and villages centres and promoting visitation to these destination.

- Over 132,000 people attended the Manly Jazz Festival in October
- Over 7,000 people enjoyed the Brookvale Show
- Over 8,000 people joined in families joined in at the Choral Christmas concert at Manly
- Over 10,000 people attend Australia Day events including breakfasts at Dee Why, Narrabeen and Newport; pool parties at the aquatic centres; and ceremonies for the Australia Day Award and citizenship.
- Over 10,000 foodies savoured delicacies at the World Food Markets at Manly on Friday nights during January to March
- Over 82,000 visitors to Taste of Manly
- Over 16,000 people commemorated Anzac Day at Dawn Services at Manly Dam, Dee Why Beach, Manly Corso and other locations
- Over 17,000 revellers welcomed the new year at events in Dee Why and Manly

### Placemaking in our neighbourhoods

Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Our Place team works with businesses and community to pilot projects that responds to local need. Whether it's an art installation, a market, new seating or lighting, we create more vibrant, connected, safe places.

This year we helped the Harbord Literary Institute celebrate their centenary and supported their street flag program throughout Freshwater. Also in Freshwater, we installed 18 metres of new seating, two new murals and interpretive signage at the Village Plaza.

We trialled placing planter boxes throughout Brookvale, testing opportunities for longer-term improvements in this busy area. Late night shopping events were promoted in a number of shopping precincts to help local businesses engage with their community in a different way.

In Manly, we facilitated a live and interactive hoarding mural by a young artist during construction at St. Matthews Church. Murals were also commissioned in Manly's Short Street Plaza.

Our cleansing staff rallied for our SWAT cleaning and fix-it blitz at centres at Mona Vale and Manly – undertaking short bursts of intense action on focused areas in need of some love and attention.

Further north, the much anticipated Tramshed Community Arts Centre and playground in Narrabeen were officially opened. The public was welcomed with a large community event and a partnership with Avalon Palm Beach Business Chamber saw beautiful Christmas tree lights in Avalon.

### Council stepping up

We were thrilled to once again be the major sponsor of the Local Business Awards, with 740 local business in the running for the 2018 awards. The awards recognise the outstanding contribution of local businesses to the region. We also got our own gong this year with the Small Business Friendly Councils recognising us as a participating Council in their program.

### SEVENmile Venture Lab launched

SEVENmile Venture Lab opened for business on 8 May 2019, at Seaforth Community Centre. Council partnered with a not-for-profit business start-up group focused on working with entrepreneurs who have the vision to scale beyond their local area. The Lab also delivers programs to guide our small to medium enterprises to achieve sustainable, profitable growth. This service will equip local entrepreneurs with the knowledge and skills to get ahead.

### **Small Business Month**

During October 2018 programs were held to promote small business as part of the NSW Small Business Month. Four Doing Business with Council sessions informed local businesses how to become a potential provider/supplier of goods and services to Council. They provided practical tips for navigating our procurement processes. In addition, workshops were held on Seven ways to promote your business that cost nothing and The good, the bad and the very ugly of start-ups.

### **Beach Biz News and breakfast**

A new quarterly newsletter Beaches Biz News launched. The newsletter is distributed to over 2,500 local businesses and focuses on sharing information and building engagement with our local business community.

Beaches Biz Breakfasts were hosted by Mayor Regan at Manly, Mona Vale and Brookvale throughout May 2019 to provide practical support and networking opportunities for local businesses. The roadshow-style format helped connect local businesses to a range of government and non-profit programs.

### **Northern Beaches employment study underway**

In a first step toward developing a Northern Beaches Economic Development Plan, we commissioned an employment study to look at current and future local employment trends including future demand for industrial and commercial space.

### **Engaging on things that matter**

Throughout the year, more than 8,200 people attended meetings (information/drop-in sessions or workshops) to learn more about Council projects on exhibition. Online, almost 100,000 people visited the 'Your Say' engagement hub on the website, accessing more than 300,000 pages.



Over 20,000 people receive a fortnightly email outlining the projects open for comment, allowing them to get involved early to influence the outcome. All feedback on projects is analysed and reported to Council as part of project decision-making. Over 40 projects this year were on exhibition from playgrounds at Allambie Heights, surf club improvements at Mona Vale and Long Reef, a dog park trial at Avalon, flood study at Ingleside and the Northern Beaches walking and bike plan to name a few.

### **Keeping our community informed**





An informed community is an engaged community. Connecting residents, workers and visitors with news and information across the Northern Beaches and within neighbourhoods is vital. Multiple platforms are used to roll out timely and accessible information, 24/7 if required.




Our website is a key tool with almost 4 million page visits this year. We have continued to improve this experience by enhancing the website, adding new features and streamlining the format and content to make it easier to navigate. Social media reached more than one million people, a 10% increase on last year. Email newsletters featuring news, events and specialist information are still popular. More than 56,000 people access Council's two primary email newsletters every month. Traditional media channels are also leveraged with more than 200 media releases throughout the year to get our Council decisions and other messages out. As the Manly Daily has reduced frequency and page size, our Latest News page takes a more important place as a vehicle for telling the community our stories.

## Performance results

Performance measures	Target	Result 2018/19	
High impact projects - webpages updated at least every three months	85%	85%	
High impact projects - Council decisions communicated to stakeholders within 30 days	85%	100%	




 Achieved target       Behind target


Satisfaction measures	Target *	Result 2019*	
Community events and festivals	3.79	3.71	
Consultation with the community by Council	3.04	3.00	
Keeping town centres and villages vibrant (e.g. activities, mixed uses, landscaping)	3.43	3.44	
Encouraging local industry and business	3.27	3.18	

 Statistically on par with target       Statistically higher than target       Statistically lower than target

\* Mean score out of 5

## Operational projects

 Completed       On target       Behind schedule

Completed		
G7 G8	Develop town and village centre profiles, including place and business audits	
G8 G21	Support development and stakeholder engagement of Place Plans	
G11 G12 G15	Develop Place Activation Plans for key centres	
G10 G12	Implement the Events Strategy	
G15 G19 G22	Seek to establish a university presence on the Northern Beaches	

**On target**

**G15** Prepare an Economic Development Plan for the Northern Beaches

**G15** Develop a Northern Beaches Destination Management Plan

**Behind schedule**

**G8** Develop a Placemaking Strategy – *This project was deferred to allow thorough internal engagement.*

**Capital projects**

Completed    On target    Behind schedule

**Completed****Town and Village Centre activations**

**G8 G9** Dee Why Town Centre – design

**On target****Town and Village Centre activations**

**G8 G9** Manly Laneways - new works

**G8** Manly Laneways - renewal works

**G8 G9** Dee Why Town Centre - construction phase 1

## Property and facilities



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

### Supporting CSP goals

- G5
- G7
- G8
- G9
- G11
- G15
- G20

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

**Aboriginal Heritage Office moved**

We recently refurbished the disused baby health centre at Freshwater to house the Aboriginal Heritage Office (AHO). The AHO is now open Tuesdays to Thursdays between 9am and 4pm and has an impressive display of local cultural artefacts in the new education and museum space. The new facility also boasts an outdoor space for school and community education sessions. The AHO provides an important role in developing a deeper understanding of Aboriginal culture among school children and the broader community.

**North Narrabeen Reserve sporting facilities**

A modern purpose-built clubhouse building with club rooms, storage, toilets and change rooms, a canteen and a breezeway has been completed at the North Narrabeen Reserve sportsground. The new building contains several sustainable features, such as rain water collection, solar hot water and solar energy and will be a great facility for the local community for years to come.

**Public amenity building upgrades**

Major projects completed include upgrades to Rialto Square and Manly Library facilities, as well as a major refurbishment of the amenities at Manly Warringah War Memorial Park (Manly Dam).

**Dee Why Library children's space**

Dee Why Library became a more inviting and welcoming place for children with the completion of the first major makeover since the library opened, 51 years ago. The refurbished children's space incorporates natural sunlight and includes a new outdoor reading and play space on the northern side of the building.

**Making our buildings more accessible and efficient**

Accessibility audits are complete on half of Council's buildings with the remaining buildings scheduled for next year. In planning new or refurbishing existing buildings a key element of the design is accessibility and energy and water reduction measures. This year, we made accessibility and efficiency improvements to public amenities at North Narrabeen clubhouse,

the Tramshed Community Centre at Narrabeen and more. This has resulted in improved access for people in our community that are less mobile and facilities which are more efficient. Efficiency improvements include water tanks to harvest rainwater, low flow taps and shower heads, energy efficient LED lighting with smart technology (rooms are only lit when occupied and there is insufficient natural lighting) and solar panels.

**Manly Andrew Boy Charlton Aquatic Centre (MABC)**

The Centre finished the year with record attendance numbers, with 568,000 people going through the gates - 68,000 higher than last year. Our fitness centre memberships continue to grow and we are now helping 1,200 members achieve their fitness goals. An 8 Week Fitness Challenge was run by MABC personal trainers with 60 members participating and all achieving positive fitness and weight loss results.


MABC swim school now caters to 1,400 children weekly and 600 more in the squad programs. Our squad programs are producing excellent results with Charli Brown selected to represent Australia in the World Junior Swimming Titles in Hungary in August 2019.


**Warringah Aquatic Centre**



Over 277,500 people attended the Centre during the year. The outdoor splash pad and our giant pool inflatable continued to attract good community support from families throughout school holiday periods and weekends.




Since commencing swim school on Sundays there has been a steady increase in patronage. A large school age Water Polo event was held over the school holiday period which attracted good support from the community. Our aqua classes have continued to maintain good attendances throughout the year, even during the winter months.

## Performance results

Performance measures	Target	Result 2018/19	
Total visitation to swim centres - Manly and Warringah Aquatic Centres	> 787,000	846,226	




 Achieved target       Behind target

Satisfaction measures	Target *	Result 2019*	
Condition of public toilets	2.90	2.99	
Warringah and Manly Aquatic Centres	3.62	3.86	

 Statistically on par with target       Statistically higher than target       Statistically lower than target

\* Mean score out of 5

## Operational projects

 Completed       On target       Behind schedule

### Completed

- G9** Beach building works program including major works at Mona Vale SLSC, Long Reef SLSC and the Narrabeen Swimming Club

---

- G9** Sports buildings works program including the creation of a new sports building in Nolan's Reserve and a new sports building in Pittwater Park

---

- G20** Develop a new customer friendly online booking and payment system for outdoor eating, watercraft storage permits, parking etc

---

- G19** Identify Council's top 10 public assets/locations to be accessible

---

- G8** Investigate purchase of the Pasadena site






**On target**

- 
- G19** The review, consolidation and potential transfer of lands to Council from Crown Lands as part of the Crown Land Transfer Program
- 
- G19** Implement priority asset improvements
- 
- G9** Work with the Department of Education on the future recreation use of the Manly Warringah War Memorial Park and plans to modernise the Warringah Aquatic Centre
- 

**Behind schedule**

- 
- G15** Currawong Cottages and surrounds refurbishment and modernisation - *project delayed by additional heritage permissions required.*
- 
- G19** Conduct accessibility audits of Council's public facilities and assets - *approximately half of buildings have accessibility audits. Quotes are being obtained to undertake the audits of the outstanding buildings.*
- 

**Capital projects**

 Completed     On target     Behind schedule

**Completed****Aquatic Centre improvements**

- G9** Warringah Aquatic Centre renewal works
- G9** Manly 'Andrew Boy Charlton' Aquatic Centre renewal works
- 

**Public amenities improvements**

- G9** Palm Beach Pavilion renewal works
- G9** Manly Dam public amenities works
-

## Completed

**Civic building and compliance works**

- G5 Disability access compliance works (DDA)
- G5 Building Code of Australia compliance works
- G9 Operational buildings works program
- G9 Sport buildings works program
- G9 Beach buildings works program
- G9 Swim Club building works
- G15 Sydney Lakeside Holiday Park renewal works
- G8 Pittwater Golf Driving Range renewal works

**Cemetery Works**

- G19 Cemetery works program

## On target

**Rural Fire Service program**

- G5 Rural Fire Service building works program

## Behind schedule

**Public amenities improvements**

- G9 Public amenities works program – contractor appointed for East Esplanade. Delay caused by requirement to remove redundant underground services.
- G9 Nolan's Reserve sports amenities works – delays caused by poor contractor performance. Works scheduled to recommence next financial year.
- G9 North Narrabeen Rock Pool amenities works – project delayed by taking the required time to respond appropriately to user group requests.

**Civic building and compliance works**

- G15 Currawong Cottages - new cottages, games room and amenities – project delayed by additional heritage permissions required.

**Rural Fire Service program**

- G5 Terrey Hills Emergency Services Headquarters design works – on hold pending development of a masterplan to address user group requirements.



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

**Supporting CSP goals**

- G19
- G20
- G21
- G22

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

### **New organisational structure**

A new Northern Beaches Council organisation structure was finalised in April with the appointment of six Directors. The structure is aligned to the Community Strategic Plan 'Shape 2028' with the CEO and Directors responsible for different community outcomes. The new structure will better position Council to deliver the services and infrastructure that our community expects in a more timely and efficient way.

### **Building stronger relationship with our community**

We have developed collaborative partnerships with community and business groups operating across the Northern Beaches.

Our Community Liaison Officer now regularly attends meetings of community associations/precinct committees. This has opened up communication with these groups allowing us to respond to local issues as they arise. This hands-on approach has resulted in better outcomes including improved playground designs, management of tidal pools and maintenance of vegetation, footpaths and pothole requests.

We have deployed Public Place Officers across the Northern Beaches. These staff are our eyes on the ground fixing minor issues with footpaths and paving, broken street furniture, rubbish, graffiti and overgrown vegetation. They also make safe any larger issues until staff can attend and complete repairs.

Our Place Coordinators work closely with businesses in the town and village centres to promote economic, social and cultural outcomes. Using public domain audits, pedestrian counts and targeted engagement they determine how our places are operating. Working with the local community, they identify activities and enhancements to improve our unique local places and create positive change.

### **Internal audits**

Internal audits are a key tool in an organisation's risk management and governance framework to ensure internal control processes are operating effectively. During the year, 11 audits were completed to assess the organisation's

integrity, ethics and accountability. Audit recommendations resulted in improved project management within Council, as well as improved procurement practices and enhanced management of the Manly Visitor's Information Centre.

### **Policy harmonisation**

Progress has been made to harmonise the policy environment of the Northern Beaches Council. Policies of the three former councils are being aligned to provide a contemporary and consistent policy suite covering key areas of responsibility. Since Northern Beaches Council was established, 34 policies have been adopted, 121 policies revoked and a further 134 are still to be reviewed. Harmonising our policies makes it easier for the Community and Council staff to understand expectations.

In May 2019, Council adopted a new Code of Meeting Practice, which governs how Council conducts its meetings. The Northern Beaches Code of Meeting Practice incorporates all mandatory elements of the Office of Local Government's Model Code with additional provisions to meet the needs of Northern Beaches Council. This Code supports the transparent, informed and effective decision making of Council. The new code is available on Council's webpage.

### **Enterprise risk and opportunity management framework**

Council takes a consistent, systematic and responsible approach to the identification and management of its risks and opportunities. The Enterprise Risk and Opportunity Management Framework has been formalised in line with contemporary risk management practice to ensure a risk based approach is taken to support Council to meet its objectives.

Guidelines to enhance risk management practices were put in place over the year, which detail the processes for the assessment and treatment of identified risks and the importance of the role of our people in the identification and management of risk. Integrating sound risk management practices into all aspects of our operation supports Council's aim to build an environment and culture where risks are identified, appropriately managed and monitored.

### **Strategic Reference Groups**

Council's Community Committee Framework is an integral part of community engagement and establishes a range of committees and groups.

Council's six Strategic Reference Groups (SRGs) met four times this year, providing invaluable advice on how Council can address the community's aspirations and goals in line with our Community Strategic Plan. Initiatives discussed at SRG meetings this year included:

- improving our planning and transport frameworks
- sustaining our environment and open space
- supporting our community and culture
- stimulating our economy.

### **Professional development opportunities**

Ongoing professional development for Mayor and Councillors is crucial to support them to carry out their duties. Professional development opportunities allows Councillors to develop and maintain the skills and knowledge needed to govern and effectively serve the community. Initiatives to support Councillor professional development included:

- Councillor briefings and workshops
- peer to peer knowledge and information sharing opportunities
- industry networking and sector contact opportunities
- resource material sharing, such as reports, analysis material, journals and insights
- online training initiatives
- off-site training programs and skills development courses
- company director's course
- conferences and seminars.

### **Accredited White Ribbon workplace**



Northern Beaches Council is now an accredited White Ribbon workplace. Our organisation and our people have made a commitment to help stop violence against women and strengthen a culture of respect and gender equality. Accreditation has involved extensive training of our managers, internal awareness programs and support for community events that spread the White Ribbon message.

We are one of the first employers in NSW to offer ten days paid leave for any employees affected by domestic violence.


### **Community satisfaction**




In June 2019, 753 Northern Beaches' residents (randomly selected) participated in the annual community satisfaction survey. Overall, 90% of residents were satisfied with the performance of Council, up from 86% last year. Satisfaction with Mayor and Councillors was also high at 88% and 83% were satisfied with staff who dealt with their enquiries - which is on par with last year. Residents rated their quality of life on the Northern Beaches as 'good' to 'excellent', and hold a strong sense of pride and community connection in our area.



Performance measures	Target	Result 2018/19	
Number of complaints	N/A	585	
Number of compliments	N/A	363	
Enterprise risk registers reviewed and current	100%	100%	
Internal audits undertaken in line with strategic Internal Audit Plan	80%	100%	

 Achieved target       Behind target

Satisfaction measures	Target *	Result 2019*	
Overall performance of the Mayor and Councillors	3.29	3.28	

 Statistically on par with target       Statistically higher than target       Statistically lower than target

\* Mean score out of 5

## Operational projects



Completed



On target



Behind schedule

## Completed



**G21** Maintain and coordinate the committees framework and register, including the provision of support to establish and manage committees and joint external stakeholder groups

**G20** Develop and implement a technology platform to enable enhanced complaints management workflows and detailed reporting

**G20** Develop and facilitate Code of Conduct training to Councillors and staff

**G20** Deliver on initiatives identified in the Office of Integrity and complaints resolution's three year strategic plan

## On target



**G19** Coordinate the development and review of an integrated policy framework and maintain Council's Policy Register

**G19** Design and delivery of a comprehensive Enterprise Risk and Opportunity Management framework

**G19** Provide an Internal Audit program that is fully aligned with the enterprise risk and opportunity management framework and is responsive to key strategic risks





Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

**Supporting CSP goals**

**G20**

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

**Focused on the customer**

We received over 197,000 telephone calls and thousands of visits to our customer service centres this year, creating over 93,000 customer requests for actioning. This was 13% more requests than the previous financial year.

Our performance against industry benchmarks has been favourable with 75% of telephone calls answered by service staff without referral elsewhere and a 90.5% satisfaction score from the customer. However, we still have work to do in meeting the industry benchmark of 80% of calls answered within 30 seconds with our performance at 76%.

**Streamlined application process**

The application process for the Manly area parking permit scheme was streamlined this year. Email applications were permitted this year, eliminating the need to attend the customer service centre to renew applications. This small change improved turnaround times for customers and freed up counter staff to assist customers with other matters. An email reminder was also sent to previous applicants to assist them to comply.

**Greater accuracy in processing payments**



Barcodes are now on rates notices and dog registration notices, allowing for increased accuracy and faster processing times of rates and dog registration payments at customer service centres.

**Doing business online**

In October 2018 Council won an Innovation in Customer Service Award from the National Local Government Customer Service Network. The award was for our Customer Relationship Management System (CRM), which is a user-friendly interface for our customers to contact us from any digital device at any time and is supported by a detailed knowledge database to aid our response to enquiries.



Customers can use the CRM at any time convenient to them. This year, 25% of customer requests were received online, well above the target of 18% of transactions. The growth in use of our CRM tool has resulted in our counter and call centre staff being able to spend more time dealing with complex matters, leading to better resolution of issues and improved customer satisfaction.




## Performance results

Performance measures	Target	Result 2018/19
Customer satisfaction with service calls	80%	90.5% 
Customer satisfaction with online requests	80%	Data not available*
Telephone enquiries resolved on first call	75%	75% 

 Achieved target       Behind target




\* Feedback mechanism under development


Satisfaction measures	Target *	Result 2019*
Information on Council services	3.43	3.45 
The performance of staff in dealing with your enquiry	3.88	3.83 

 Statistically on par with target       Statistically higher than target       Statistically lower than target

\* Mean score out of 5

## Operational projects

 Completed       On target       Behind schedule

Completed
G20  Continued improvement to customer portal to enhance the customer experience
G20 Building a customer centric culture by continued delivery on customer experience (CX) strategy measures of success program
G20 Investigation of a concierge and customer queuing system across all front counters
G20 Investigate service delivery options for customer service locations including hours of operation

## Corporate support services



Environment		Social		Economic		Civic	
Protection of the Environment	Environmental Sustainability	Places for People	Community and Belonging	Vibrant Local Economy	Transport, Infrastructure and Connectivity	Good Governance	Partnership and Participation

### Supporting CSP goals

- G5
- G7
- G14
- G18
- G19
- G20
- G21
- G22

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

**Financial management**

This year we achieved an operating surplus of \$9.9 million excluding grants and contributions received for capital expenditure. Our financial position is sound, exceeding all financial indicator benchmarks and achieving a balanced funding result.

The savings made through continuously generating efficiencies are re-invested into the community through improved service levels, priority infrastructure and lower domestic waste charges for ratepayers.

Analysis on the benefits generated by Northern Beaches Council since it was created in May 2016 estimate that by 2019/20 annual recurrent efficiency savings of \$29.5 million will have been achieved. By 2025/26, these savings are estimated to be \$161.6 million (net present value), well exceeding the NSW Government’s estimate of \$76.3 million.

Our audited General Purpose and Special Purpose Financial Reports for this financial year are included as part of this Annual Report.

**Process mapping**

There has been a real focus on documenting processes across the organisation this year. This is critical for a business that is still maturing (just over three years old) and undergoing change as business practices are consolidated. Over 380 Council processes were mapped. This is important for knowledge transfer and management, identifying opportunities for improvement and supporting a continuous improvement culture within the business.

**Northern Beaches remuneration and reward framework**

On 12 May 2016, employees transferred to Northern Beaches Council on the existing remuneration and reward framework and human resource policies of their former Council.

A new remuneration and reward framework was rolled out across the organisation in October 2018. The formation of this framework is a huge milestone for our organisation in consolidating and providing fair pay through our new Northern Beaches salary structure. It will also bring positive changes to our workplace through providing a variety of non-cash benefits, a broad employee recognition scheme, talent management and high performance management. The change also eliminates inefficiencies and confusion created by operating with multiple frameworks.

In addition, 16 human resources policies were harmonised, replacing those of the former Councils. These policies covered areas such as recruitment and selection, voluntary redundancy and redeployment, work from home, diversity and inclusion and family and domestic violence. Having a single policy on each topic provides certainty for both staff and management and supports the efficient operation of the organisation.

**IT systems improvements**

The consolidation of practices has facilitated the smooth transition to new IT platforms for managing staff. A new human resources system People Central was rolled out across the business consolidating human resources and payroll functions. A single Northern Beaches domain has also been introduced streamlining the management and deployment of systems across the organisation.

#### **'Doing Business with Council' sessions held for local businesses**

Council is looking to support the local economy and increase opportunities for local businesses to work with Council as suppliers and contractors. Working with the NSW Small Business Commissioner four 'Doing Business with Council' sessions were held for Northern Beaches businesses to understand the opportunities, processes and requirements.

This year there was a 32% increase in contracts awarded to Northern Beaches based businesses to supply goods and services to Council.

#### **Grants secured by Council**

Over \$18 million in grants were secured from the NSW and Federal Governments this year. This included environmental grants including \$320,000 for freshwater wetland rehabilitation from the NSW Environmental Trust and grants from the Office of Environment & Heritage for flood studies at Collaroy and Middle Harbour totalling \$242,000 and an additional \$110,000 to develop a Climate Resilience Design Guide. The Office of Liquor & Gaming granted \$200,000 towards Aboriginal heritage interpretive signage and art works along the Coast Walk and \$330,000 from the Australian Sports Commission for lighting upgrades at St Matthews Farm and Newport Oval.

Information on the range of grants received is included in the Annual Financial Statements (note 3e).

#### **Grant funding secured for world first Smart Beaches initiative**

In partnership with Lake Macquarie Council, we received \$910,000 in funding through the Australian Government's Smart Cities and Suburbs Program. This world-first initiative will involve sensors and other smart infrastructure to improve beach safety, provide updates on conditions for lifeguards and beachgoers, and increase public amenity.




The Smart Beaches technology will initially be trialled at Manly and Shelly Beaches on the Northern Beaches. Pending success of the trial, this technology may be rolled out to other beaches within Australia and also internationally.

Performance measures	Target	Result 2018/19	
Correspondence replied to within 5 working days	80%	87%	✓
Operational projects completed or on schedule	80%	86%	✓
Capital projects completed or on schedule	80%	81%	✓
Quarterly, annual and statutory reports submitted to Council on time	100%	100%	✓
Voluntary staff turnover rate	≤13%	11%	✓
Number of Council Wi-Fi access points	>45	108	✓

Financial performance measures	Target	Result 2019	
Operating performance	>0	2.9%	✓
Unrestricted current ratio	>1.5	2.7 x	✓
Own source operating revenue	>60%	90.6%	✓
Debt service cover ratio	>2 x	6.4 x	✓
Rates and annual charges outstanding	<5%	3.7%	✓
Cash expenses cover ratio	>3 months	7.5 months	✓
Building and infrastructure renewal ratio	>100%	139.1%	✓

 Achieved target
  Behind target

Satisfaction measures	Target *	Result 2019*	
The overall performance of Council as an organisation over the past 12 months	3.56	3.41	—

 Statistically on par with target
  Statistically higher than target
  Statistically lower than target

\* Mean score out of 5

## Operational projects



Completed



On target



Behind schedule

### Completed

- 
- G19 Implement the procurement framework

---

  - G19 Develop the delivery program and annual operational plan

---

  - G19 Prepare and present Council's quarterly budget review statement

---

  - G19 Develop and refine processes, procedures, policies and management standards

---

  - G19 Implement disability awareness education and training for all staff
- 

### On target

- 
- G19 Deliver a program of service reviews

---

  - G19 Develop strategic directions and plans based on integrated planning and reporting  
G21 framework for local government

---

  - G14 Implement the workforce plan
- 

### Behind schedule

- 
- G18 Implement the digital transformation strategy – *not all goals were achieved as the focus has been on making staff more mobile.*
- 

## Capital projects



Completed



On target



Behind schedule

### Completed

#### IT improvements

- 
- G19 IT Infrastructure – replacements
  - G19 IT software - replacements
  - G19 PC and mobile device replacements
-



On target



---

G19 IT infrastructure – new works

---

Behind schedule



IT improvements

G19 IT software – new works – delays in procurement of systems for staff roster management system and timesheets.

G20

---





A scenic view of a harbor at sunset. The sky is a mix of soft orange and pale blue. In the background, a dark, forested hillside is visible. The water is calm, with several sailboats of various sizes scattered across it. In the foreground, the white, curved hulls of two boats are visible, framing the scene. The overall atmosphere is peaceful and serene.

# Statutory returns

## Local Government Act 1993

### Section 428 (3) Preparation of report

This Annual Report has been developed in accordance with the guidelines referred to in the Local Government Act 1993, Integrated Planning and Reporting Guidelines (s406), the Local Government (General) Regulation 2005 (s217), and the 19-28 Annual Report and Annual Performance Statement Checklists issued by the Office of Local Government on 5 November 2019.

### s428 (4) (a) Financial statements

Audited financial statements for the year 2018/19 are at page 170 of this Annual Report.

### s428 (4) (b) Other information

This report includes other information in line with the Integrated Planning and Reporting Guidelines, the Local Government Act 1993 and other legal requirements.

### s428 (5) Send to the Minister

A copy of this annual report is on Council's website and a link provided to the Minister.

### s54P (1) Particulars of any environmental upgrade agreement entered into by the Council

Council did not enter into any environmental upgrade agreements in the 2018/19 financial year.

### s508 (2) and 508A - Implementation of special rates and levies

The Northern Beaches Council is sustaining the approved rates path of its former Councils until the end of 2020/21 in accordance with the Local Government (Council Amalgamations) Proclamation 2016 and the Local Government Amendment Act 2019.

All the former Councils (Pittwater, Warringah and Manly) had variations applying to their rates. Where appropriate, movements in the receipt and expenditure of these funds are included in the Annual Financial Statements. Note that 2017/18 was the last year of the former Warringah Council Special Rate Variation.

### Manly Environment Levy

As part of reporting, the former Manly Council set aside part of an ordinary rate increase in 1997, to fund priority environmental projects that enhance Manly's environment. In 2018/19 an amount of \$924,465 was spent in the former Manly LGA on priority environmental projects.

### Manly Business Special Rate - Manly Business Centre Improvement

This special rate applies to properties in the Manly Central Business District (CBD) area, to provide for ongoing and proposed capital and maintenance works in the Manly business centre, The Corso and beachfront.

During 2018/19 the income raised was \$1,193,090. This amount was fully expended on capital and maintenance works. This included works such as landscaping and streetscaping in the CBD, an amenities upgrade and significant remedial works at the Whistler Street carpark.

### Manly Business Special Rate - Balgowlah Business Centre Improvement

This special rate applies to properties in the Balgowlah commercial area, to provide for ongoing and proposed capital and maintenance works, including the off-street carparks in Condamine Street. During 2018/19 the income raised was \$83,637.

During 2018/19 a total of \$168,405 was spent to upgrade the Balgowlah commercial area along Condamine Street with new paving, landscaping and seating.

### Former Pittwater Council Special Rate Variation

In June 2011, IPART approved the former Pittwater Council's application for a Special Rate Variation. This resulted in an increase in rates over three years (2011-2014) to generate approximately \$39 million in funds. These funds are for infrastructure works and environmental programs to be delivered over a 10-year period.

In 2018/19 an amount of \$3,039,444 was spent in the former Pittwater Local Government Area on the following capital projects:

	\$
Foreshores renewal	260,000
Rockpool renewals	300,000
Stormwater and flood mitigation	170,000
Scotland Island roads and drainage improvements	31,755
Road resheeting	1,000,000
Car park renewal	150,000
New footpaths	700,000
Mona Vale Library upgrade	5,920
Sportsfield renewal	42,545
Energy savings initiatives	170,000
Water saving and re-use initiatives	69,224
Place making infrastructure	140,000

In addition, an amount of \$942,350 supported the following programs:

	\$
Bushland and waterways	437,350
Biodiversity protection	95,000
Community bushcare	25,000
Managing natural hazards	165,000
Facilities and services at beaches (extension of Lifeguard Services)	120,000
Keeping villages and surrounding areas beautiful	100,000

## Local Government (General) Regulation 2005

Clause 132 Rates and charges written off  
for the period of 2018/19

\$

Rates abandoned (postponed)	2,309
Interest abandoned (postponed)	10,724
Interest abandoned (other)	13,406
Mandatory pension rebate	2,559,935
Voluntary pension rebate (rates)	142,408
Voluntary pension rebate (waste)	300,290
<b>Total</b>	<b>3,029,072</b>

### Clause 217(1) (a) Overseas Visits

Details, including purpose of overseas visits by Councillors, Council staff or other persons representing Council (including visits sponsored by other organisations) are provided here:

- One staff member - Executive Assistant and Protocol Officer accompanied students to Odawara, Japan, on a cultural exchange visit in September - October 2018.

### Clause 217 (1) (a1) Payment of expenses of, and the provision of facilities to, Councillors in relation to their civic functions

An amount of \$664,614 was incurred for provision of fees, facilities and expenses for the Mayor and Councillors. Details are below.

<b>Facilities and Expenses</b>	<b>\$</b>
Dedicated office equipment to Councillors (including computers)	3,133
Communication charges (including phone calls, facsimile and internet)	17,056
Seminars and conferences attended by Councillors	26,236
Councillor training and skills development	25,917
Interstate travel by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	0
Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	0
Expenses of spouse, partner, or other person who accompanied a Councillor in the performance of his or her civic functions, being expenses payable in accordance with the guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors	1,645
Expenses involved in the provision of care for a child of, or an immediate family member of, a Councillor	0
Other expenses	59,137
<b>Total</b>	<b>133,124</b>

<b>Fees</b>	<b>\$</b>
Mayoral	86,440
Councillors	445,050
<b>Total</b>	<b>531,490</b>

### Clause 217 (1) (a2) Major contracts

The following table shows details of each contract awarded for amounts greater than \$150,000:

Contractors' Name	Description	Total Value Ex GST \$
Ward Civil and Environmental Pty Ltd	Church Point Precinct Upgrades	2,930,736
Commonwealth Bank of Australia	Banking and Collection Services Tender 2017	10,466,000
Forms Express Pty Ltd	Printing and Distribution Services for Rates Notices, Parking Permits and Ancillaries	640,000
KPMG Australia Pty Ltd	Internal Audit Services	1,665,292
Energy and Management Services Pty Ltd	Consultancy Services for Utility Account Validation, Payment and Tariff Optimisation	163,279
Sydney Civil Pty Ltd	Oaks Avenue Streetscape Upgrade	3,010,000
Sydney Civil Pty Ltd	Howard Avenue Streetscape Upgrade	2,001,346
SMC Marine Pty Ltd	Narrabeen Lagoon Multi-Use Trail Stage 3 Overwater Boardwalk	1,980,490
Tract Consultants Pty Ltd	Design consultancy services for the shared path from Newport Beach to Avalon Beach	205,342
Reino International Pty Ltd t/as Duncan Solutions Australia	Supply and maintenance services of pay and display parking ticket Machines	1,278,978
Tuff Turf 'N' Co Pty Ltd	Lionel Watts sportsfield design, construction and maintenance of synthetic playing field	2,529,415
Working Brands Australasia Pty Ltd t/as Totally Workwear Brookvale	Workwear and uniform for Northern Beaches Council	150,001
Adaptive Trust t/as Dezin Interiors	Manly Dam public amenities renewal	481,400
Sulo MGB Australia Pty Ltd	Replacement of residential waste bins	12,044,130
Proludic Pty Ltd	Tania Park playground upgrade	234,940
CJD Equipment Pty Ltd	Purchase of a wheel loader	200,000



<b>Contractors' Name</b>	<b>Description</b>	<b>Total Value Ex GST \$</b>
Waterforms International Pty Ltd	Provision of testing, monitoring and maintaining water quality and equipment for water features	285,556
The Trustee for the Turf One Unit Trust	Synthetic grass sports field maintenance	353,275
Green Options	Rheub Hudson and Denzil Joyce field rectification works	286,222
Bucher Municipal	Purchase of road sweeper	350,000
Mack Civil Pty Ltd, Kelbon Project Services Pty Ltd, Performance Civil Holdings Pty Ltd	2018/19 new footpath, new traffic and renewal civil works	7,000,000
Rees Electrical Pty Ltd	Sportsground floodlighting upgrade design and construct	580,717
Landscape Solutions	Lionel Watts inclusive playground	3,075,983
Green Horticulture Group Pty Ltd	St Matthews Farm Field rectification	354,974
Dragonfly Pty Ltd	Dragonfly (Narrabeen and Attunga projects)	180,000
GPM Constructions Pty Ltd	Narrabeen Lagoon entrance clearance 2018	965,867
Downer EDI Works Pty Ltd, OzPave (Aust) Pty Ltd, Fulton Hogan Industries Pty Ltd	Road resheeting program 2018/19	2,960,116
TCM Constructions Group Pty Ltd	South Steyne stormwater repair	353,865
Beasy Pty Ltd	3 Boondah Road demolition	244,400
2020 Projects Pty Ltd	North Narrabeen rockpool amenities renewal	584,999
Urban Maintenance Systems Pty Ltd	Graffiti removal service	2,000,000
Dezign Interiors	South Narrabeen SLSC lift and foyer upgrade works	364,150
Pressure System Solutions Pty Ltd	Feasibility of reticulated water and wastewater services for Scotland Island	285,000
Bitzios Consulting Pty Ltd	Dee Why and Brookvale transport management and accessibility plan	297,773

Contractors' Name	Description	Total Value Ex GST \$
Rees Electrical Pty Ltd	Peninsula and Pacific Waves carpark lighting upgrade - installation	167,930
Polyseal Building & Remedial Services Pty Ltd	Whistler Street Car park stage 1 remediation	1,418,496
Quentilly Pty Ltd	Onsite Management Services of Currawong Beach Cottages, Currawong State Park	1,100,000
Assetic Australia Pty Ltd	Asset revaluations	220,000
Remondis Australia	Waste removal – Sydney Lakeside Holiday Park	170,000
TCM Construction Group Pty Ltd	Lionel Watts western clubhouse upgrade design and construction	827,665
Eastern Sand & Gravel Pty Ltd t/as Brookvale Minicrete, CJR Concrete Pumping Pty Ltd	Provision of ready mixed concrete	2,750,000
Jadffe Pty Ltd t/as Watermatic Irrigation	Irrigation system Tania Park	188,821
Telstra Corporation Limited	Unified communications solution	1,512,213
Mack Civil Pty Ltd	50 Winbourne Road Brookvale stormwater pit construction	211,780
Kyora Landscapes Pty Ltd	Landscaping works package for stage 1 of the Memorial Gardens at Mona Vale Cemetery, Mona Vale.	182,935
Local Land Services, A Body Corporate Establishment By The Local Land Services Act 2013, t/as Soil Conservation Service	Collaroy to Narrabeen Beach coastal protection works	4,227,152
FE Technologies	Supply and implementation of library loans, returns and security technology (including maintenance)	395,000
Revolution Action Sports Concepts	Lionel Watts skate park design and construct	345,000
Adaptive Pty Ltd t/as Deziqn Interiors	Building refurbishment and fit out works package for Manly Community Preschool and Youth Centre, Manly	2,333,100
Programus Ltd	Organisational booking system	450,000
Pinpoint HRM	Configuration and implementation of Employee Central Success Factors Module	415,880
Ozz Projects (Aust) Pty Ltd	Melwood Oval Public Amenities and Storage	281,608

Contractors' Name	Description	Total Value Ex GST \$
Ozz Projects (Aust) Pty Ltd	Lakeside Caravan Park Cabin and Amenity Refurbishment	258,595
IntegraPay Pty Ltd	iPay Direct Debit for Child Care Fees	150,000
Downer ITS PipeTech Pty Ltd	Relining Package 5 (Pittwater)	435,835
Anchor Security	Security Services - Interim Contract	152,000
Paul Innes Plumbing Pty Ltd, Brad Palmer Plumbing, Innuku	Plumbing and Electrical Services - Interim Contract	320,000
GPM Constructions Pty Ltd	North Narrabeen Ocean Rock Pool Central Boardwalk Replacement	200,000
Singleton Moore Signs Pty Ltd	LGA Gateway Markers	182,450
G&B Signs & Services (NSW) Pty Ltd	Removal of Old and Supply of New Car Park Signage	168,911
C.M Fallon and R.J. Fallon t/as Sea Dragon Protective Enclosures	Specialist Marine Maintenance Services	600,000
Overdrive (Rakuten Overdrive)	Overdrive Ebooks and Eaudio	187,000
Origin Energy Electricity Ltd	Retail Supply of Electricity and GreenPower to NSW Government and Eligible Customers ( Small Sites)	150,001
URM Environmental Services Pty Ltd	Domestic Waste Collection Services	160,000,000
<b>Total</b>		<b>240,506,618</b>

### Clause 217 (1) (a3) Legal proceedings

During period 2018/19 the following expenses were incurred in relation to legal proceedings:

	\$
Expenditure	2,982,243
Less Costs Recovered	325,213
<b>Total</b>	<b>2,657,030</b>

**The following matters were finalised:**

<b>Matter / Address</b>	<b>Court</b>	<b>Result</b>
13 Malo Road, Whale Beach No.1	Class 1 - Land & Environment Court	Discontinued
13 Malo Road, Whale Beach No.2	Class 1 - Land & Environment Court	Discontinued
54 Kalang Road, Elanora Heights No.1	Class 1 - Land & Environment Court	Dismissed
54 Kalang Road, Elanora Heights No.2	Class 1 - Land & Environment Court	Dismissed
2 Aumuna Road, Terrey Hills	Class 1 - Land & Environment Court	Dismissed
2 Park Street, Mona Vale	Class 1 - Land & Environment Court	S34 Agreement
169 Forest Way, Frenchs Forest	Class 1 - Land & Environment Court	Upheld with amended plans via consent orders
53 Little Willandra Road, Beacon Hill	Class 1 - Land & Environment Court	Upheld with amended plans
184 Garden Street, Warriewood	Class 1 - Land & Environment Court	S34 Agreement
130 Frenchs Forest Road, Frenchs Forest	Class 1 - Land & Environment Court	Upheld with amended plans
2191 Pittwater Road, Bayview	Class 1 - Land & Environment Court	S34 Agreement
79A Lauderdale Avenue, Fairlight	Class 1 - Land & Environment Court	S34 Agreement
Lot 2506 Bundaleer Street, Belrose	Class 1 - Land & Environment Court	S34 Agreement
73 Marine Parade, Avalon	Class 1 - Land & Environment Court	Dismissed
60 Binalong Avenue, Allambie Heights	Class 1 - Land & Environment Court	Upheld with amended plans via consent orders
2 Delmar Parade, Dee Why	Class 1 - Land & Environment Court	Discontinued
69-71 Central Avenue, Avalon	Class 1 - Land & Environment Court	Upheld with amended plans
75 Childs Circuit, Belrose	Class 1 - Land & Environment Court	S34 Agreement
30 Queens Parade, Newport No.1	Class 1 - Land & Environment Court	S34 Agreement
30 Queens Parade, Newport No.2	Class 1 - Land & Environment Court	Discontinued

<b>Matter / Address</b>	<b>Court</b>	<b>Result</b>
5 Bibbenluke Avenue, Duffys Forest	Class 1 - Land & Environment Court	S34 Agreement
Lot 8 Eurabba Road, Oxford Falls	Class 1 - Land & Environment Court	S34 Agreement
97 Lagoon Street, Narrabeen	Class 1 - Land & Environment Court	S34 Agreement
2 Macpherson Street, Warriewood	Class 1 - Land & Environment Court	S34 Agreement
1825 Pittwater Road, Bayview	Class 1 - Land & Environment Court	Dismissed
13 Kokoda Crescent, Beacon Hill	Class 1 - Land & Environment Court	S34 Agreement
727 Pittwater Road, Dee Why	Class 1 - Land & Environment Court	S34 Agreement
723-727 Warringah Road, Frenchs Forest	Class 1 - Land & Environment Court	S34 Agreement
69 Middleton Road, 18 Inman Road and 4-7 Villiers Place, Cromer	Class 1 - Land & Environment Court	Discontinued
26 Beatty Street, Balgowlah Heights	Class 1 - Land & Environment Court	S34 Agreement
65 Bower Street, Manly	Class 1 - Land & Environment Court	S34 Agreement
46 Alleyne Avenue, Narrabeen	Class 1 - Land & Environment Court	Discontinued
4 Dygal Street, Mona Vale	Class 1 - Land & Environment Court	Discontinued
10 Waratah Road, Palm Beach	Class 1 - Land & Environment Court	Discontinued
195-197 Sydney Road, Fairlight	Class 1 - Land & Environment Court	Discontinued
81 Bower Street, Manly	Class 1 - Land & Environment Court	Discontinued
Manly Vale Public School	Class 3 - Land & Environment Court	S34 Agreement
316 Barrenjoey Road, Newport	Class 4 - Land & Environment Court	Dismissed
10 and 12 Boondah Road and 6 Jacksons Road, Warriewood No.1	Class 4 - Land & Environment Court	Dismissed
10 and 12 Boondah Road and 6 Jacksons Road, Warriewood No.2	Class 4 - Land & Environment Court	Dismissed

<b>Matter / Address</b>	<b>Court</b>	<b>Result</b>
24 Lagoon Street, Narrabeen	Class 4 - Land & Environment Court	Dismissed
958 Barrenjoey Road, Palm Beach	Class 4 - Land & Environment Court	Discontinued
7 Pavilion Street, Queenscliff	Class 4 - Land & Environment Court	Discontinued
713 Barrenjoey Road, Newport	Class 4 - Land & Environment Court	Discontinued
52 Perrone Avenue, Clontarf	Class 4 - Land & Environment Court	Discontinued
916 Barrenjoey Road, Palm Beach	Class 4 - Land & Environment Court	Discontinued
Evans Street, Freshwater	Local Court	Fine
Dale Street, Brookvale No.1	Local Court	Withdrawn
Dale Street, Brookvale No.2	Local Court	Withdrawn
Lower Plateau Road, Bilgola Plateau	Local Court	Withdrawn
Barkarla Road, Bayview	Local Court	Withdrawn
Bruce Lane, North Curl Curl	Local Court	Fine
Calca Crescent, Forestville	Local Court	Fine
Lady Penrhyn Drive, Beacon Hill	Local Court	Withdrawn
Sydney Road, Manly	District Court	Judgment for Council
Wanganella Street, Balgowlah	District Court	Judgment for plaintiff
Appeal against GIPA decision No.1	NCAT	Dismissed
Appeal against GIPA decision No.2	NCAT	Consent orders
Appeal against GIPA decision No.3	NCAT	Consent orders
Appeal against Dangerous Dog Declaration No.1	Local Court	Consent orders
Appeal against Dangerous Dog Declaration No.2	Local Court	Consent orders
Dog attack	Local Court	Withdrawn



**The following matters have not been finalised  
are ongoing:**

<b>Matter / Address</b>	<b>Court</b>
139 Allambie Road, Allambie Heights	Class 1 Land & Environment Court
23-29 Pacific Parade, Dee Why	Class 1 Land & Environment Court
5 Fitzell Place, Brookvale	Class 1 Land & Environment Court
79 Cabbage Tree Road, Bayview	Class 1 Land & Environment Court
613-615 Pittwater Road and 11 May Road, Dee Why	Class 1 Land & Environment Court
316 Hudson Parade, Clareville	Class 1 Land & Environment Court
10 Naree Road, Frenchs Forest	Class 1 Land & Environment Court
66 Alexander Street, Manly	Class 1 Land & Environment Court
1 Gondola Road, Narrabeen	Class 1 Land & Environment Court
2 Palm Beach Road, Palm Beach	Class 1 Land & Environment Court
61 Cutler Road, Clontarf	Class 1 Land & Environment Court
27 Kevin Avenue, Avalon	Class 1 Land & Environment Court
31 Bellara Road and 66 Powderworks Road, Narrabeen	Class 1 Land & Environment Court
26 Frenchs Forest Road, Frenchs Forest	Class 1 Land & Environment Court
22 Frenchs Forest Road East, Frenchs Forest	Class 1 Land & Environment Court
58 Laitoki Road, Terrey Hills	Class 1 Land & Environment Court
22 Ramsay Street, Collaroy	Class 1 Land & Environment Court
57 Robertson Road, Scotland Island	Class 1 Land & Environment Court
16 Gladys Avenue, Frenchs Forest	Class 1 Land & Environment Court
70 McCarrs Creek Road, Church Point	Class 1 Land & Environment Court



Matter / Address	Court
8 Bower Street, Manly	Class 1 Land & Environment Court
14 Ponsonby Parade, Seaforth	Class 1 Land & Environment Court
69 Middleton Road, Cromer	Class 1 Land & Environment Court
22 Redman Road, Dee Why	Class 1 Land & Environment Court
14 Wyatt Avenue, Belrose	Class 1 Land & Environment Court
4 Beach Street, Curl Curl	Class 1 Land & Environment Court
257 Whale Beach Road, Whale Beach	Class 1 Land & Environment Court
41 Warriewood Road, Warriewood	Class 1 Land & Environment Court
Lot 1113 Oxford Falls Road, Frenchs Forest	Class 1 Land & Environment Court
134 Headland Road, Curl Curl	Class 1 Land & Environment Court
107 Clontarf Street, Clontarf	Class 4 Land & Environment Court
80 Prince Alfred Parade, Newport	Class 4 Land & Environment Court
257 Whale Beach Road, Whale Beach	Class 4 Land & Environment Court
79A Lauderdale Avenue, Fairlight	Supreme Court
Built Development (Manly) Pty Limited & Ors	Supreme Court
McCarrs Creek Road, Church Point	District Court
Jacksons Road, Warriewood	District Court
Dakara Drive, Frenchs Forest	District Court

**Clause 217 (1) (a4) Work on private land**

Council at its meeting on 18 December 2018 resolved to undertake work on private land in accordance with Section 67 of the Local Government Act and allocated \$111,100 ex GST for the work. The private land was adjacent to buildings at numbers 19 and 21 Oaks Avenue and provided for continuous streetscape improvements along Oaks Avenue.

Final expenditure was \$73,237, with the total amount subsidised by Council.

**Clause 217 (1) (a5) Grants**

The total amount contributed or otherwise granted by the Council in 2018/19 under section s356 of the Act was \$1,214,120. A summary of grant program recipients is below.

<b>Stronger Communities Fund - Round 2</b>	<b>\$</b>
Curly Community Garden	4,000
Fisher Road Special School P&C	28,200
Peninsula Community Gardens	6,873
Permaculture NB	12,400
Pioneer Clubhouse	14,569
Streetwork Australia Ltd	16,950
<b>Total</b>	<b>82,992</b>



## Community and Cultural Development Programs

\$

Ability Technology Limited	5,916
Ability Technology Limited	104
Ability Technology Limited	232
Australian Multiple Births Association (NSW)	3,920
Australians For Mental Health Ltd	5,999
Autism Spectrum Australia (Aspect)	10,000
Avalon Beach Surf Life Saving Club Inc	8,306
Avalon Community Library Assoc Inc	65,000
Balgowlah Seaforth Community Library	22,000
Baringa Bush Community Garden	10,000
Be Centre Foundation Limited	6,500
Bilgola Surf Life Saving Club	8,306
Bungan Beach Surf Club	8,306
Collaroy Surf Life Saving Club Inc	6,734
Community Care Northern Beaches	5,000
Community Northern Beaches Inc	7,528
Community Northern Beaches Inc	4,520
Community Northern Beaches Inc	4,600
Community Northern Beaches Inc	4,300
Community Northern Beaches Inc	9,000
Community Northern Beaches Inc	936
Community Northern Beaches Inc	92,246
Computer Pals for Seniors Northern Beaches Inc	3,690
Dee Why RSL	5,000
Dee Why Surf Life Saving Club Inc	6,734

**Community and Cultural Development Programs**

\$

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Eramboo World Studies Centre P/L	6,000
Fighting Chance Australia - Play for All Australia	3,080
Freshwater Surf Life Saving Club	6,734
Lifeline Northern Beaches Inc	10,000
Long Reef Surf Life Saving Club Inc	6,734
Literacy Network Manly Warringah Inc	5,000
Manly District Band	2,000
Manly Life Saving Club	28,486
Manly Warringah Pipe Band Incorporated	1,000
Manly Warringah Women's Resource Centre Ltd	4,500
Manly Warringah Women's Resource Centre Ltd	4,000
Mona Vale Surf Life Saving Club	8,306
Narrabeen Beach Surf Life Saving Club Inc	6,734
Newport Surf Life Saving Club Inc	8,306
North Curl Curl Surf Life Saving Club Inc	4,500
North Curl Curl Surf Life Saving Club Inc	6,734
North Narrabeen Surf Life Saving Club Inc	6,734
North Palm Beach Surf Club	8,306
North Steyne Life Saving Club	28,486
Northern Beaches Creative Leisure and Learning Inc	2,900
Northern Beaches Creative Leisure and Learning Inc	1,158
Northern Beaches Interchange Inc	7,000
Northern Beaches Orchestra	1,795
Northern Beaches Women's Shelter	62,385
Northside Community Forum Limited	10,000

## Community and Cultural Development Programs

\$

One Eighty Avalon Inc	8,140
Palm Beach Surf Club	8,306
Peninsula Senior Citizens Toy Repair Group Inc	2,000
Queenscliff Surf Lifesaving Club	32,000
Rotary Club of Dee Why Warringah	5,720
Sailability NSW Inc- Manly branch	3,000
South Curl Curl Surf Life Saving Club	6,734
South Narrabeen Surf Life Saving Club Inc	6,734
Sunnyfield	10,000
Surf Life Saving Sydney Northern Beaches Inc	4,045
Surf Life Saving Sydney Northern Beaches Inc	25,174
Surfrider Foundation Australia	7,420
Terrey Hills Community Library	24,000
The Booklover's Club Northern Beaches Inc	1,300
The Burdekin Association	90,000
Totem Arts Festival Inc	9,000
Volunteer Marine Rescue NSW	3,700
Warriewood Beach Surf Club	8,306
Warriewood Surf Lifesaving Club	6,370
Warringah - Pittwater SES	7,927
Water Skills for Life Inc	6,000
Whale Beach Surf Club	8,306
WIRES	8,500
Total	838,437



Scholarship & Youth Program- Drought affected areas	\$
Brewarrina Council	2,000
Gunnedah Council	2,000
<b>Total</b>	<b>4,000</b>

Eco School Grants	\$
Beacon Hill Public School	1,106
Belrose Public School	1,779
Balgowlah Heights Public School	1,779
<b>Total</b>	<b>4,664</b>





<b>Community Event Grants</b>	<b>\$</b>
Aboriginal Support Group- Manly Warringah Pittwater	1,200
ACL Disability Services	2,000
Avalon Beach Surf Lifesaving Club	5,000
Bilgola Surf Lifesaving Club	6,000
Bondi to Manly Walk Supporters	20,000
Country Autism Network	5,000
Dee Why RSL Club Limited	10,000
Disabled Surfers Association of Australia	4,500
Friends of Freshwater Inc	5,000
Gotcha 4 Life Foundation Ltd	5,311
Lions Club of Frenchs Forest Inc	5,000
Mona Vale Chamber of Commerce	5,000
Mona Vale Chamber of Commerce	2,000
Rotary Club of Upper Northern Beaches Inc	5,000
Sea Life Trust	2,500
Shackfolk Inc	3,000
Street Growth Incorporated	4,314
The Australian Stage Combat Association	4,540
Volleyball Australia	24,970
<b>Total</b>	<b>120,335</b>

<b>Sport and Recreation Infrastructure Capital Grants</b>	<b>\$</b>
Allambie Heights Community Tennis Club	4,521
Collaroy Tennis Club	35,524
Forest Rugby Club	17,853
Manly Warringah Football Association	7,500
Mona Vale Bowling Club	13,972
Newport Bowling Club	11,500
Narrabeen Lakes Sailing Club	21,731
Mona Vale Golf Club	20,000
Manly Croquet Club	17,000
Beacon Hill Junior Rugby League Football Club	14,091
<b>Total</b>	<b>163,692</b>

#### **Clause 217 (1) (a6) External bodies**

The Northern Beaches Local Planning Panel (NBLPP) operates independently to determine development applications.

The panel consists of four panel members, the chair, two planning professionals and one community representative. During the year 24 NBLPP meetings were held, where 128 applications were determined.

#### **Clause 217(1) (a7) Council controlled companies**

Council holds a controlling interest in Kimbriki Environmental Enterprises Pty Ltd (KEE) as the major shareholder (96.16% of shares), with the remaining shares held by Mosman Council.

KEE operates a recycling and waste disposal centre at Kimbriki Road, Terrey Hills - the Kimbriki Resource Recovery Centre. KEE commenced operation on 1 July 2009 following the necessary authorisations pursuant to sections 358 and 625 of the Local Government Act.

#### **Clause 217(1) (a8) Partnerships, Cooperatives and Joint Ventures**

##### **Northern Beaches Indoor Sports Centre**

Council is represented on the Board of Management of the Northern Beaches Indoor Sports Centre responsible for overseeing the operation of a regional multipurpose indoor sports centre at Narrabeen Sports High School. The Board is a limited guarantee non-profit company consisting of representatives from the Council, the Department of Education, the Department of Sport and Recreation and local sporting groups.

##### **Aboriginal Heritage Office**

Council supports this Office and works towards the conservation of over 1,000 indigenous cultural sites across Northern Sydney. It plays an important role in education and awareness of the area's significant Aboriginal cultural heritage. The Partnership along with the Memorandum of Understanding is with North Sydney, Willoughby, Lane Cove, Strathfield, Kur-ring-gai and Northern Beaches Councils.

### Environmental management

Council participates in partnerships to manage the environment and related incidents with:

- Sydney Coastal Councils Group (member)
- Grant projects funded by Local Land Services
- Grant projects funded by Department of Planning, Industry and Environment
- Grant projects funded by the Environmental Trust
- Northern Beaches Local Emergency Management Committee (member)
- Northern Beaches Bush Fire Management Committee (member)
- Narrabeen Lagoon State Park Advisory Committee (member)
- Manly Warringah War Memorial State Park Advisory Committee (member) - Manly Dam

Council also supports two charitable environmental trusts that provide opportunities for funding important environmental projects. These are:

- Pittwater Environmental Trust: established in 2006, this is managed and operated by the separate organisation being the Pittwater Environment Foundation to support important environmental projects in the former Pittwater Local Government Area;
- Warringah Trust for the Acquisition of Environmentally Sensitive Lands: established in 2011 the Trust collect funds from the public to promote the protection and enhancement of the natural environment including the conservation of indigenous flora and fauna and key pieces of sensitive land to achieve this objective.

### Premature

Council is a member of Premature along with Waverley and Woollahra Councils. Premature was a Local Government Mutual Self Insurance Pooling Group for Public Liability/Professional Indemnity Insurance. The scheme has been in wind down mode for some years, managing existing claims up to 31 October 1999 for the insured Councils (which included the former Manly Council). All claims have now been finalised.

An actuary is providing advice in relation to the distribution of funds remaining in the Pool.

### Clause 217(1) (a9) Equal Employment Opportunity Activities

Council fully embraces the principles of Equal Employment Opportunity (EEO) and is committed to building a diverse and inclusive workplace where the skill, perspectives and experiences of our people are valued and respected.

As part of our Human Resources Policy Harmonisation Project we have developed and implemented our New Starter Induction Checklist, Probation Operational Policy and Procedures, Family and Domestic Violence Workplace Support Policy and updated our Recruitment and Selection Policy and Procedures. In addition, significant progress has been made in the development of our Study Assistance and Leave Policies and our Working Hours Operational Policy.

Our main goal is to build a culture of high performance and engagement and increase our leadership and workforce capability. An initiative in this area includes the development and implementation of Performance Conversations training for all our People Leaders.

Our other key achievements in this reporting year include:

- Culture, Values and Behaviours Training has been main streamed through our Induction Program
- Implemented our Remuneration Framework, transitioning to a new salary system
- Implemented our Performance Management System and Approach
- Developed and Implemented an e-learning Code of Conduct course
- Developed an e-learning Diversity and Inclusion course

All of these initiatives contribute to our ongoing commitment to EEO.

### Clause 217 (1) (b) General Manager (Chief Executive Officer) Remuneration Package

The total remuneration package of the Chief Executive Officer is as follows:

	\$
Salary	455,535
Bonus, performance or other payments	0
Superannuation	26,522
Value of non-cash benefits	0
Fringe benefits tax paid	8,942
<b>Total</b>	<b>490,999</b>

### Clause 217 (1) (c) Senior Staff Remuneration Package

The total remuneration of all senior staff members (other than the Chief Executive Officer) is as follows:

	\$
Total value of salary	1,086,464
Termination payments	727,525
Total amount of bonus, performance or other payments	0
Total amount for superannuation	92,405
Total value of non-cash benefits	0
Total fringe benefits tax paid	26,139
<b>Total</b>	<b>1,932,533</b>

**Clause 217 (1) (e) Annual Charge for Stormwater Management Services**

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

This was levied on applicable lands in the former Pittwater and Manly Council local government area (LGA). This included rateable urban land categorised as residential or business (excluding vacant land).

The income and expenditure of the Stormwater Management Service Charge for 2018/19 is below.

<b>Former Manly LGA</b>	<b>\$</b>
Income	345,518
Expenditure	345,518
<b>Former Pittwater LGA</b>	<b>\$</b>
Income	530,759
Expenditure	542,364

The funds were used for:

- CCTV investigations into the piped stormwater system and undertake repairs
- Lining of poor condition stormwater pipes
- Stormwater drainage improvement, including pipe replacements and pit upgrades
- Designs and construction of new stormwater quality improvement devices
- Design and development of flood mitigation works for severely affected areas
- Stormwater pit repair, replacement and upgrades to help reduce flooding issues

### **Clause 217 (1) (e1) Annual Charge for Coastal Protection Services**

No charges were levied for the provision of coastal protection services under Section 496B (1) of the Local Government Act 1993.

### **Clause 217 (1) (f) Companion Animals Act 1998 and Companion Animals Regulation 2018**

The following is a report of the Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the Companion Animals Act 1988 and the Companion Animal Regulation 2018, in accordance with the Office of Local Government 'Guideline on the exercise of functions under the Companion Animals Act' (October 2015, under review).

Chapter 16 of the Guidelines contains information about what is to be included:

#### **16.1.2 (a) Impounded animals**

During this reporting period, Council seized four cats and 18 dogs.

#### **16.1.2 (b) Reporting dog attacks to the Department**

Council is required to report attacks to the Office of Local Government, via the Companion Animals register, within 72 hours of notification of an attack. A total of 129 incidents were reported within the Council area.

#### **16.1.2 (c) Expenditure on companion animal management and activities**

A sum of \$223,212 was spent on pound service fees during the reporting period.

This sum excludes salary costs.

#### **16.1.2 (d) Community education programs and strategies to assist in de-sexing of dogs and cats**

Council promotes the de-sexing of dogs and cats through its educational activities including the promotion of de-sexing in publications, such as 'Canine Connect', and face to face activities such as 'Dog Day' events.

### **16.1.2 (e) Strategies to seek alternatives to euthanasia for unclaimed animals**

Council has a commercial arrangement with two local veterinary practices to act as our pound. The contracts provide that any animals impounded are to be reunited with their owners and where this is impossible, suitable animals are rehomed.

We also have ongoing arrangements with the Animal Welfare League, Cat Protection Society and RSPCA to take unclaimed dogs and cats that are suitable for rehoming (i.e. not dangerous).

### **16.1.2 (f) Off-Leash areas provided in the Council Area**

Northern Beaches Council has 29 unleashed dog exercise areas. Our aim is to provide places for residents to take their dogs for a walk and let them off the leash safely, while also protecting our natural environment and considering the needs of the wider community.

#### 16.1.4 Expenditure of the fund for managing and controlling companion animals

During the reporting year, Council used the fund for the following:

	\$
Pound fees and professional services	223,212
Promotional costs	1,674
Materials/consumables	3,212
Other	216
<b>Total</b>	<b>228,314</b>

The Office of Local Government provided funding of \$6,189 to Council.



## Environmental Planning and Assessment Act 1979

### Section 7.5 (5) Voluntary Planning Agreement

No new Voluntary Planning Agreements were executed in 2018/19. The following existing planning agreements remained in force during 2018/19:

Application No.	Description of works	Other party to VPA	Primary street address	Date executed	Status
DA 2007/1249	Provision of Town Square Works; pedestrian connection and works; dedication of land in stratum for road widening on Pittwater Road (bus setback area).	Karimbla Properties (No. 41) Pty Ltd (Developer) and Meriton Properties Pty Ltd (Guarantor)	884-896 Pittwater Road, Dee Why	12/12/2008	Executed
Various	Provision of public walkways through the estate, bush regeneration works and work and support for protection of the endangered species - being the Long Nosed Bandicoot.	Lend Lease	St Patrick's Estate at Darley Road, North Head	December 2006	Executed

## Government Information (Public Access) Act & Regulation 2009

### Act Section 125 (1) and Regulation 2018 Clause 8

This report includes qualitative information on the Council's proactive disclosure program, and statistical information on formal access applications.

### Clause 7(a): Details of the review carried out during the reporting year and the details of any information made publicly available by the agency as a result of the review

The Council continually reviews its proactive release program to identify the kinds of information that we make publicly available. This primarily occurs through extensive publication on Council's website. During the reporting period, this program resulted in the release of information relating to: Council services; events; community issues; planning and development services and environmental matters.

### Clause 7(b): The total number of access applications received (including withdrawn applications but not including invalid applications)

Council received a total of 72 applications.

### Clause 7(c): The total number of access applications received that were refused either wholly or partly, because the application was for the disclosure of information for which there is conclusive presumption of overriding public interest against disclosure in accordance with Schedule 1 to the Act (information)

No applications were refused, wholly or partly, in accordance with Schedule 1 of the Act.



## Clause 8 (d) Statistical information about access applications

Table A: Number of applications by type of applicant and outcome\*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	0	1	0	0	0	0	0	0	1
Not for profit organisations or community groups	1	0	0	0	0	0	0	0	1
Members of the public (application by legal representative)	5	14	0	1	0	0	0	0	20
Members of the public (other)	12	33	2	3	0	0	0	0	50
<b>Total</b>	<b>18</b>	<b>48</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72</b>

\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome\*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Personal information applications**	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	18	48	2	4	0	0	0	0	72
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>18</b>	<b>48</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72</b>

\*\*A **personal information application** is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	2
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
<b>Total</b>	<b>2</b>

\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

	Number of times consideration used*
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
<b>Total</b>	<b>0</b>

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	71
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>72</b>

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision varied	Decision upheld	Total
Internal review	1	0	1
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>2</b>

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

	Number of applications for review
Applications by access applicants	1
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
<b>Total</b>	<b>1</b>

**Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)**

	Number of applications transferred
Agency-initiated transfers	0
Applicant-initiated transfers	0
<b>Total</b>	<b>0</b>

## Privacy and Personal Information Protection Act 1998

The Privacy and Personal Information Protection Act 1998 provides for the protection of personal information and for the protection of the privacy of individuals generally. It establishes twelve information protection principles which cover

the collection, storage, use and disclosure of (and access to) personal information.

There was one Privacy review application received by Council during the period 2018/19.

## Public Interest Disclosures Act 1994

### Act Section 31 and Regulation 2011 Clause 4 - Reports by Public Authorities

Report for NSW Ombudsman for the period 2018/19, from Council's Office of Integrity and Complaints Resolution (OICR):

	<b>Total</b>
Public officials who made public interest disclosures to your public authority	0
Public interest disclosure received by your public authority	0
Disclosures on corrupt conduct	0
Disclosures on maladministration	0
Disclosures on serious and substantial waste	0
Disclosures on government information contravention	0
Disclosures on pecuniary interest contravention	0
Public interest disclosures that have been finalised in this reporting period	1
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
Staff undertaking that they have read and understood your organisation's internal reporting policy. Training provided by your organisation	This process is an ongoing education and awareness program

### Section 12

There are no projects that satisfy the reporting criteria in 2018/19.

## Fisheries Management Act 1994

### Section 220Zt (2) Reporting on Recovery and threat abatement plans

No recovery and threat abatement plans have been developed by Council in the reporting period.

## Swimming Pools Act 1992

### Section 22F (2) Swimming Pool Inspections

The following report details inspections of private swimming pools during the reporting period:

- Nine inspections of tourist and visitor accommodation
- Nine inspections required of premises with more than two dwellings
- 255 inspections that resulted in issuance of a certificate of compliance
- 180 inspections that resulted in issuance of a certificate of non-compliance



## Carer (Recognition) Act 2010

### Section 8 (3) Report on Compliance

#### Educational services

Council produces a monthly Disability Newsletter with a circulation of over 1,400, and the Northern Beaches Seniors Directory, with 8,000 copies distributed in 2018/19.

#### Consultation and liaison with carers

During 2016/17 Council developed a Disability Inclusion Action Plan (DIAP) in line with the requirements of the NSW Disability Inclusion Act 2014. The actions in the DIAP have been designed following extensive consultation with internal and external stakeholders. Progress is reported in Council's Annual Report.

Council operates a range of programs and projects supporting disability awareness including International Day of People with Disability and Mental Health Month.

Council coordinates a calendar of events for National Carers Week, including funding a key event and working with other key local services to coordinate activities.

Council ran a successful Express Yourself Expo for Seniors Festival in February 2019 which included activities and stalls of interest to carers of people who are frail and/or aged.

Council's comprehensive directory for seniors and carers on the Northern Beaches, identifying local services, supports and activities, was updated and is available on Council's website.

Council community development staff were available to provide information and referral to carers, taking over 300 calls annually in relation to services for seniors and people with disability.

Council's Meals on Wheels service supports carers in their role by providing nutritional and affordable meal options as well as coordinating community restaurants in three different locations across the Northern Beaches.

#### Staff who are carers

Council is continuing its program of harmonisation of its human resources policies.

Council has developed a Culture, Values and Behaviours Program, as well as a Diversity and Inclusion Policy to ensure that our employees are valued and respected for their diverse backgrounds, experiences and perspectives.

A Working from Home policy provides flexibility for employees to balance their work and personal responsibilities. There are also a number of other flexible working options available to employees, including employees with carer responsibilities. These include part-time work, job sharing, working from home and flexible working hours.





## Disability Inclusion Act 2014

### S13 (1) Report on Implementation

#### Disability Inclusion Action Plan - Progress Report 2018/19

This is the second year of implementing Northern Beaches Disability Inclusion Action Plan (the Plan). The Plan is reviewed and updated every four years and is available on Council's webpage [northernbeaches.nsw.gov.au](http://northernbeaches.nsw.gov.au)

There are 78 actions in the Plan and many are ongoing. Of the actions with a timeframe, 12 are complete eight of them during 2018/19. The actions are reported below under the Focus Areas.

#### Focus Area 1: Support and develop positive community attitudes and behaviours

Action	Highlighted progress
FA1- 01 Develop and support disability education and awareness initiatives	A range of community programs supported disability awareness, including our website and regular newsletter, International Day of People with Disability, Inclusion Week, Mental Health Awareness Week, and National Carers Week events. Our library service continues to support the Pioneer Clubhouse, and pop up libraries at special needs schools and care facilities.
FA1-02 Internal education and awareness training	As a part of our Trainee Management program we have reviewed our Equal Employment Opportunity (EEO), Diversity and Disability Awareness. EEO has been incorporated and rolled out through our Recruitment and Selection training for People Leaders during 2018 and will continue. Relevant staff were also briefed on our new Homeless Protocol, to provide the appropriate response and support when encountering a person sleeping rough.
FA1-03 External education and training programs	While no formal program was conducted this year, information is regularly available to the community on Council's website, Disability Newsletter (with over 1,400 subscribers) and LINCS Community Database.
FA1-04 Inclusive events and activities	In line with Council's Events Strategy, all major civic and community events include accessibility and inclusion considerations for site layout and design, transportation, facilities and communications. Further improvements will be implemented as part of ongoing review following each event.  Events that were targeted specifically for inclusion were a Human Library for Inclusion Week, International Day of People with Disability, several activities for Mental Health Month and Carers' Week. Our library service piloted an inclusive StoryTime, and participated in a Volunteer Expo. The Tiny Doors art project involved the inclusion of special needs youth.  Our Environment Centres conduct inclusive education activities – details are under Action FA2-47.
FA1-05 Accessibility and inclusion toolkit for events and activities	Council undertook research on best practice for inclusive events. Events staff attended training on inclusion, and commenced adapting a toolkit for external users to make their events more inclusive. Further development work will be undertaken next year on internal and external guides.

Action	Highlighted progress
FA1-06 Inclusion in funding agreements	Inclusion is built into the evaluation criteria for all applications seeking Council funding of projects.
FA1-07 Inclusion awards	Inclusion is now a new category in the established Northern Beaches Local Business Awards. Nominations closed 14 May with Council receiving 14 nominations, and the Awards ceremony took place in July. These awards will be ongoing for future years, and Council will continue to support them by processing and judging nominations.
FA1-08 Report on Council initiatives	Council initiatives on disability inclusion are highlighted in media, social media and e-newsletters. A formal DIAP Progress Report is included in each Annual Report of Council, and promoted in media releases.
FA1-09 Diverse imagery and representation	Council uses positive images of people with disability in its media and publications. By using fonts that are bold or are a larger size on signage and in publications, the messages are more visually accessible. More infographics and video footage are being used on website and social media to enhance the viewer experience.

#### Focus Area 2: Support the creation of liveable communities

Action	Highlighted Progress
FA2 – 01 Identify the top 10 public assets/ locations to be accessible	An initial priority list of ten locations and properties has been prepared covering our portfolio of buildings.
FA2 – 02 Accessibility audits of Council's public facilities and assets	Approximately half of all Council's buildings have undergone accessibility audits. All customer service centres and library buildings are currently accessible in line with Australian Standards, except Dee Why Library. District and regional level playgrounds have also been audited, and future plans made for renewals to improve accessibility and inclusion. Council's other open space and related facilities are being audited in 2019/20.
FA2 – 04 Inclusive, accessible and universal design of Council projects	When projects are being planned, our project methodology and templates build in checks regarding disability inclusion. This ensures that the DIAP and the need for inclusive designs are considered during the planning of all projects. Some notable projects that incorporated accessibility included landscape masterplans for various open spaces; place planning and place activation strategies for our centres and villages; as well as capital works at various surf clubs, community centres, amenities, footpaths, trails, playgrounds and children's centres.

FA2 – 05, 06, 07, 09, 22	Disability access was included in these walk, trail, boardwalk or bridge projects:
Walks, trails, boardwalks and bridges	<ul style="list-style-type: none"> <li>• The Coast Walk was extended by another 2km in Palm Beach, Mona Vale and Warriewood.</li> <li>• Renewals to trails at Narrabeen Lagoon and the Dee Why Bicentennial coastal walkway</li> <li>• Work commenced on the new aquatic boardwalk for Narrabeen Lagoon's northern shore. This diverts access away from the unsafe narrow track beside Wakehurst Parkway, and is fully accessible.</li> <li>• Warriewood Valley: a new pedestrian bridge now connects Brands Lane across Narrabeen Creek. This vital thoroughfare connects both sides of Warriewood Valley, a great addition especially for residents of the adjacent Warriewood Brook retirement village. The Warriewood Valley recreation space is also being designed with accessible pathways, picnic shelters, BBQs and a bridge connecting to nearby Rocket Park.</li> <li>• At Manly Dam, the stairs, boardwalks and drainage have been upgraded for accessibility.</li> </ul>
FA2 – 10	These works are designed to meet disability requirements wherever possible, in line with the Building Code of Australia and the Disability Standards for Accessible Public Transport.
Upgrades to footpaths, kerb ramps and bus stops	Another 32 new footpaths were constructed, together with renewal of 5.5km of existing footpaths to improve their condition and accessibility. This also included works on kerbs and ramps. Over 200 trip hazards on footpaths were repaired. Twelve bus stops were upgraded for accessibility, which included addition of tactile ground surface indicators and DDA-compliant access slabs.
FA2 – 11	Manly and Avalon Pedestrian Access and Mobility Plans (PAMPs) were adopted in 2017/18, and implementation has continued this year to improve accessibility for all abilities in our community.
Develop and implement PAMPs	
FA2-12	Council's website hosts a disability information hub with current information on accessible toilets, accessible parking spaces and inclusive playgrounds. See Action FA2-52 for more details. This hub will be enhanced in 2019/20.
Accessibility maps for all major town and village centres	
FA2-13	Known problem locations for accessibility were identified, as part of an overall review of Council car parks. Others will be identified when reviewing any proposed parking changes in public roads or Council car parks. These will be key considerations for the Parking Plan being developed.
Review accessible parking provision	
FA2-14	The Policy and Action Plan are being implemented. As part of developing our Housing Strategy, Council is analysing the supply and demand for affordable housing. For the Frenchs Forest Planned Precinct, a draft Affordable Housing Contribution Scheme has been submitted to the Department of Planning for approval. This would provide formal opportunities for increasing the area's stock of affordable housing, an identified need for those with a disability, seniors and key workers.
Affordable Housing Policy and action plan	
FA2-16, 17, 18	Collaroy rockpool is now more accessible through the repair of ramps and provision of accessible toilets. Improvements to North Narrabeen rockpool are underway with work on the boardwalk and replacing the stairs with a ramp. Both Manly and Warringah Aquatic Centres now have wheelchairs and hoists, which are well utilised by the community.
Access to rock pools, aquatic centres and beaches	

Action	Highlighted Progress
FA2 – 23, 24, 25, 26 Accessible Playgrounds	The new and inclusive Berry Reserve Playground at Narrabeen is very popular. Upgrades to Tania Park playground at Balgowlah now provide users with an exciting inclusive play experience. Another accessible playground is under construction at Lionel Watts Reserve, Belrose. At Manly Dam the inclusive playspace has been designed following community consultation, and will be constructed next year.
FA2 – 28, 29, 30, 31, 32, 33, 37 Accessible amenities	Work has progressed or completed this year on accessible amenities at Manly Dam, Nolan Reserve (North Manly), Beacon Hill Community Centre, Collaroy Beach, North Narrabeen Reserve, North Narrabeen rockpool, Lionel Watts Reserve (Belrose)  Others currently being designed are: Mona Vale and Long Reef Surf Clubs, Coastal Environment Centre (Narrabeen), Jacka Park (Freshwater) and East Esplanade (Manly).  Council updates accessible locations on the National Public Toilets Map, and provides a link on our website – see Action FA2-52.
FA2 – 39, 40 Beacon Hill Community Centre	Works are in progress for a major refurbishment of the Beacon Hill Community Centre and Youth Club. This includes new roofing, air-conditioning system and accessibility improvements complying with guidelines for disability access.
FA2 – 41 Library programs, resources and services	All library programs are inclusive. An inclusive StoryTime was piloted, and activities were provided at a Volunteer Expo and Mental Health Awareness week. The Tiny Doors art project involved the inclusion of special needs youth. Other outreach included pop up libraries at special needs schools and care facilities, and increasing the reach of the Home Library Service.  Home Library Service customers with sight and physical limitations can access digital devices. Library public computers are voice enabled.  The expanded inclusive collection includes resources such as large print, dyslexic-friendly font, audio and braille books and low vocabulary materials. Non-fiction items cover subjects such as hearing impairment, Autism, Asperger's, Attention Deficit Hyperactivity Disorder (ADHD), and mental and sexual health.
FA2 – 42, 43 Children's services	Council has been recognised by the NSW Inclusion Agency for having an active Strategic Inclusion Plan. The services are inclusive and accessible for children with high needs. This includes long day care, pre-school, vacation and family day care services and centres. Additional funding enabled 78 high needs children to receive education and care this year.  Brookvale Children's Centre updated its playground with an inclusive space providing for sensory, physical and exploration experiences. Kangaroo Street Centre was refurbished, with improved provision for disability. Harbour View Children's Centre now has a new accessible lift.
FA2-44 Community-focused programs	Every community development program includes considerations for inclusivity and accessibility across planning, implementation and evaluation stages of the program.

FA2 – 45, 46, 50, 52

Disability liaison, news and information

Council employs a Community Development Officer who liaises with the community and provides current information for people with disability, their families and carers. This includes a monthly Disability E-Newsletter, information and referral over phone and email, and regular updating of the Local Information Network of Community Services (LINCS).

A disability inclusion and access information hub on our website hosts news, activities, resources and handy locations.

The hub will be improved in 2019/20 and will become a central point for people to locate facilities such as accessible toilets, accessible parking spaces and inclusive playgrounds.

[northernbeaches.nsw.gov.au/services/disability-services](http://northernbeaches.nsw.gov.au/services/disability-services)

FA2 – 47

Environmental education programs

Our Environment Centres conduct inclusive education activities as well as community events such as Ocean Care Day on Manly beachfront and the Open Day at Narrabeen Coastal Environment Centre (CEC).

The CEC runs environmental events and programs for families at accessible locations, and the Centre is wheelchair accessible. Inclusive programs are provided for pre-schoolers, primary and high school, as well as TAFE and University students. This includes sensory activities. Programs are adapted as needed to accommodate disabled participants. CEC also offers a subsidy to financially-challenged schools, to cover up to 30 students attending CEC activities.

FA2-48

Accessible and inclusive Council meetings

Disability access and online access is provided for all formal Council meetings, to enable full participation by the public and Councillors. Meetings are held in the Dee Why Council Chambers, with disability access for parking, the gallery, speaker's microphone and amenities. The meetings are webcast live and can also be viewed later. Minutes of the meetings are available online within several business days.

FA2-51

Community Engagement Framework

A draft inclusion guideline and checklist have been developed, for use by staff when engaging with the community on Council projects. This will be refined and included in our Community Engagement Framework.

FA2 – 53

Advocacy and partnership

Council continues to liaise with all levels of government to build good outcomes for our community. Key liaison includes the Northern Sydney Disability Network, National Disability Insurance Agency, Family and Community Services and Local Government NSW.

Our Children's Services continue to work closely with other key groups including: Dalwood Spilstead Service, KU, Gowrie NSW, Cerebral Palsy Alliance, Early Ed, Lifestart and Under 5's Disability Forum.



### Focus Area 3: Support access to meaningful employment

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Action	Highlighted Progress
FA3 – 02  Offer equitable employment and volunteering	<p>The Northern Beaches Workforce Plan was adopted in June 2018, with inclusive elements such as Equal Employment Opportunity (EEO) and diversity. We are increasing our reach to people with disabilities for our job opportunities, using peak body and industry contacts to promote vacancies.</p> <p>A new Volunteer Management Framework is under development, including EEO provisions for all members of our community to get involved in our range of services. The Library service participated at a Volunteer Expo, and has new volunteer provisions to cater for people of all abilities.</p> <p>Environmental volunteering is popular, with close ties to the Bushlink group, employing young people with intellectual disabilities. Bushlink also work with our corporate volunteers and contract bush regenerators. Our volunteer Bushcare and community nursery programs are inclusive and welcome all participants. The Coastal Environment Centre (CEC) hosts a weekly volunteer and carer from Gateway, who provide valuable support in the produce garden, housekeeping and administration.</p>
FA3 – 03  Best practice inclusion and access in Council workplaces	<p>Our Diversity and Inclusion Policy enables a diverse and inclusive workplace where skills, perspectives and experiences of our people are valued and respected. A review has commenced of other practices for recruitment, working conditions, volunteering opportunities and partnerships with other organisations.</p>
FA3 – 05  Tendering documentation	<p>Council's tendering information contained on the website is compliant for web accessibility, as well as procurement thresholds and standards.</p>
FA3 – 06  Manage growth and change in strategic, district and local centres	<p>Access and inclusion are considered in the development of plans for:</p> <ul style="list-style-type: none"> <li>• Frenchs Forest strategic centre - The Structure Plan outlines the vision for this centre and identifies appropriate land use mixes taking into account environmental, social, economic, traffic, transport and accessibility issues. This includes consideration for appropriate access and inclusion, including for recent investigations and consultations on urban design.</li> <li>• Ingleside Precinct – currently in the investigation phase to assess bushfire risk and the feasibility for development as a new suburb.</li> </ul>



#### Focus Area 4: Improving access to council services through better systems and processes

Action	Highlighted Progress
FA4-01 Research user experience of systems and processes	In implementing the Customer Experience Strategy, a range of success measures are being researched and applied. This has included iterations of the online Help website, which provides 24 hours access to customers and an easy to use interface for lodging waste requests online.
FA4-02 Conduct a document and media accessibility audit	All paper forms were revised for consistency and ease of understanding, including all relevant fees where possible. Customer Service Centres continue to provide computers for customers' use as an alternative to paper forms. Council's website is compliant with industry guidelines for web accessibility. Media such as video is developed with audio descriptors, transcripts and closed captions.
FA4-03 Systems and processes can be accessed in a range of formats	Online forms have been improved for consistency, readability and ease of use. All new online documents meet standards for visual content, readability and ease of use, including the use of a range of formats where warranted. This is part of a program of ongoing improvement.
FA4-05 Digital Transformation Strategy	Component projects of the Strategy continue to make progress e.g. the organisational booking system, and internal Human Resources management system. The digitising of the waste service is complete, making the transition to a new waste contract much easier with online help and applications available 24/7.
FA4-06, 07 Accessible website content and promoting our accessible systems, processes and formats	The Council website is compliant to industry guidelines rated AA under the Web Content Accessibility Guidelines. Regular monitoring ensures ongoing compliance, and is enabled for the use of assistive technologies. Customers are reminded of our 24/7 online Help website, in person and over the phone regarding all their enquiries and access to forms, applications, documents and information. Customers can also call us 24/7 on our 1300 number for assistance.
FA4-08 Accessibility and inclusion in project planning	Council's project methodology and templates build in checks in the project planning stage, for disability inclusion and relevance of the DIAP. During community engagement, any communication tools such as videos and forms are designed to meet accessible standards.
FA4-09 Build networks with key contacts on the best ways to engage	Council continues to engage with relevant disability networks and interagency groups on community development programs (see Action FA2 – 53). Stakeholder networks established for community engagement on relevant Council projects in the planning and consultation stages. Businesses were also engaged on the inaugural Inclusion Award as part of the Northern Beaches Local Business Awards.

**This progress report will be provided to the Minister for Disability Services and the NSW Disability Council.**



An aerial photograph of a coastal town and beach. The town is built on a hillside overlooking the ocean, with many houses and trees. A large green field, possibly a golf course, is visible on the left. The beach is sandy and curves along the coastline. The water is a vibrant blue-green color. The text "Financial reports 1 July 2018 to 30 June 2019" is overlaid in white on the bottom left of the image.

# Financial reports 1 July 2018 to 30 June 2019



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