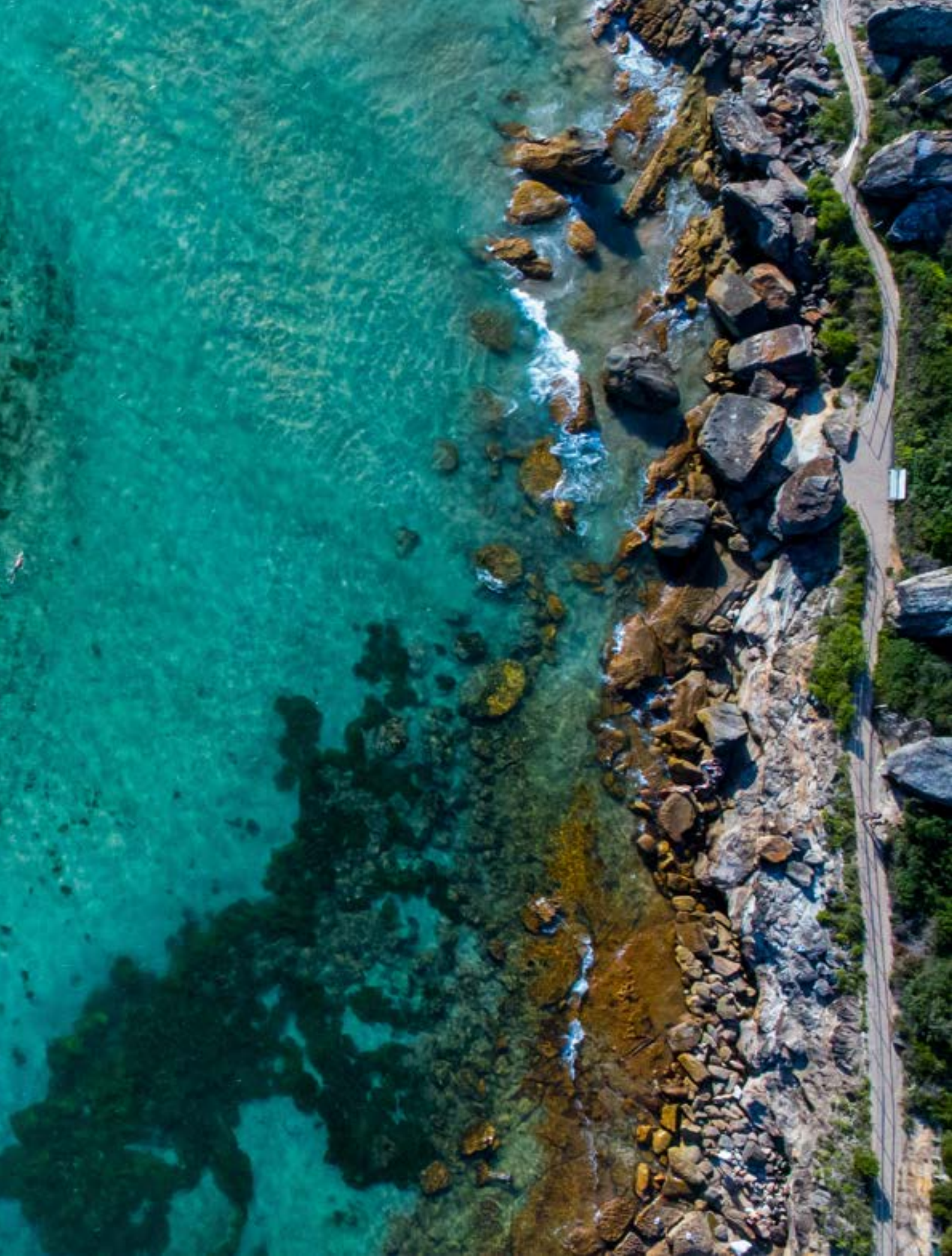


An aerial photograph of a beach, showing the turquoise water of the ocean meeting the light-colored sand of the shore. The water has a textured, rippled appearance, and the sand is a pale, almost white color. The overall scene is bright and clear, with a strong sense of depth and perspective.

Service Achievements



How to read this section of the report

Highlights from our 16 key services are presented in this section of the report with colour coding to demonstrate the connection between each service and the community strategic plan, as shown below.

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

● Environment

| |
|-------------------------------|
| Protection of the environment |
| Environmental sustainability |

● Social

| |
|----------------------------|
| Community and belonging |
| Housing, places and spaces |

● Economic

| |
|--|
| Vibrant local economy |
| Transport, technology and connectivity |

● Civic

| |
|-------------------------------|
| Good governance |
| Partnership and participation |

For each key service area, we report:

- Service achievements
- Performance measures
 - indicating the result, targets and whether they were met
- Workload measures
 - indicating the result
- Projects
 - a summary of the progress of each operational and capital project





● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G1
- G2
- G3
- G4
- G5
- G6
- G7
- G22

Service achievements

Protecting our bushland and biodiversity

Essential work was carried out to protect our biodiversity, with scientific analysis and mapping of Conservation Zones, as part of the new Northern Beaches Local Environmental Plan. A new plan was developed to help manage our three Flying Fox colonies at North Manly, Warriewood and Avalon.

Bush regeneration works continued in over 260 sites, including planting 19,900 local native plants and over 2,800 trees. Biodiversity was also protected by 327 weed inspections on private property and responding to over 200 customer requests regarding feral and native animals. Over 1,000 feral animals were culled, including 971 rabbits and 69 foxes.

Other achievements include:

- condition mapping of Council's bushland, with over 150 reserves completed
- environmental assessment and consultation on the proposed dog off-leash trials at Mona Vale Beach (South) and Palm Beach (North)
- using the RSPCA's Keeping Cats Safe at Home grant to fund a camera survey of cat movements near North Head National Park and educating our community on responsible ownership, with a photo competition and 25 cat enclosures installed as prizes.

Council also partnered with the National Parks and Wildlife Service (NPWS) to survey Council land for the endangered long-nosed bandicoot at North Head and the endangered southern brown bandicoot near Ku-ring-gai Chase National Park. We're also working with NPWS and the Department of Planning and Environment on the feasibility of artificial nesting platforms for threatened ospreys in the Pittwater area.

Managing bush fire risk

The Bush Fire Danger Period commenced on 1 October, 2022 ending on the 31 March, 2023. Thankfully the Northern Beaches had below average fire conditions with no significant bush fire activity. In preparation, Council inspected and maintained the fire trail networks, with a supplementary green waste collection for offshore communities in January to reduce fine fuels. Over 60,000 copies of our Bush Fire Preparation brochure were mailed to residents with their October rates notice.

362 Asset Protection Zones were inspected and maintained, with numerous sites prepared for hazard reduction burns. Favourable weather conditions saw fire agencies carry out 49 burns over 71 ha of Council-managed land. This was supported by grant funding from the NSW Rural Fire Service.

We also continued to work closely with the Northern Beaches Bush Fire Management Committee to prepare a draft Bush Fire Risk Management Plan which was exhibited in June/July 2023. The plan uses the latest research on predictive bush fire modelling to better manage risks.

Lifting our sustainability act

Council's Climate Change Risk Assessment has been completed, with a climate risk register setting out controls, risk ratings and proposed adaptation actions. An online dashboard is now available on the Environment and Climate Change Strategy, which demonstrates how our environment and sustainability are faring over time as we implement the strategy. Work is underway on adding information about our bushland and biodiversity.

Reducing Council's water and energy use continues to be a priority. This included rainwater harvesting projects installed at the Cromer Depot and Dee Why Civic Centre, as well as installing smart online water monitoring at five sites to collect baseline data.

Warringah Aquatic Centre is also cutting its power use by upgrading its air handling unit. This is due to be completed in late 2023, with more energy-efficient fans installed. Over 750 lights were upgraded to more energy efficient

models at other Council sites including Balgowlah Depot, Collaroy Plateau Kindy, Cromer Community Centre Sports Hall and Avalon Recreation Centre.

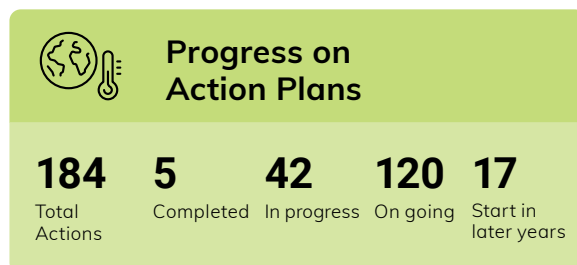
'Dark sky' friendly energy efficiency lights were installed at Governor Phillip Park, Palm Beach as part of the Urban Night Sky Place project. Events were also held to encourage our community to reduce their light pollution with better lighting practices - including a popular Lunar Eclipse night at Mona Vale Headland, with over 150 people attending.



**Environment and Climate Change
Strategy 2040 (Protect. Create. Live.)
- Progress Report**

**Key Achievements since adoption of
the strategy in December 2019**

- **Achieved two targets:** met two corporate emissions targets, nine years earlier than planned.
- **Reduced corporate emissions:** cut Council's emissions by 80% through energy efficiency projects and a seven-year deal for 100% renewable electricity.
- **Championed renewables:** over 3,840 people participated in the Simplifying Solar Program to support community uptake of solar and batteries.
- **Protected our bushland:** regenerated 1,225ha/year of bushland and dunes, with over 19,000 native plants.
- **Protected our waterways:** removed 9,200 tonnes of pollution and built a mini wetland at Fern Creek, Warriewood.
- **Conserved threatened species:** installed habitat tiles on our seawalls to support marine life; and protected the endangered White's Seahorse and *Grevilia Caleyi* in partnership with the NSW Government.
- **Prioritised resilience:** adopted the new Northern Beaches Resilience Strategy – *Withstand. Adapt. Thrive.* In the last year, 49 hazard reduction burns were carried out in 71ha of Council bushland helping to protect 3,196 nearby properties.
- **Created industry standards:** developed two industry-wide guidelines that help project managers choose more resilient, longer lasting materials for buildings and infrastructure.
- **Recognised for excellence:** attained silver member status in the NSW Government's Sustainability Advantage Program, a testament to our progress towards a more sustainable future.
- **Partnered with the community:** since 2016 over 92,000 people were educated through our environment centres; and 320 Bushcare volunteers gave over 38,000 hours to restore natural areas at over 50 sites.

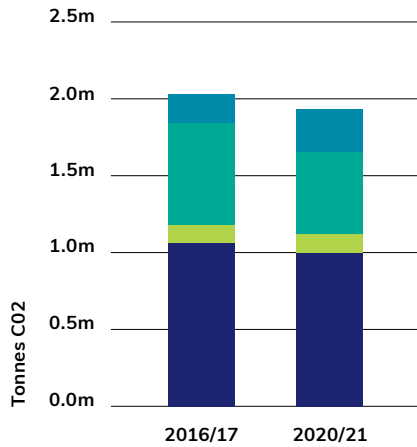


Want to know more?

Scan the QR code to view our dashboard and learn more about our Environment and Climate Change Strategy.

Figure 4
Emissions summary

Community Emissions 2020/21*

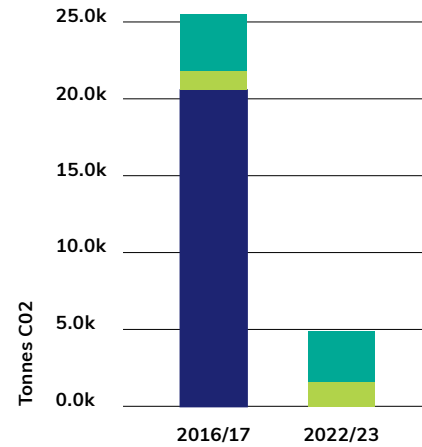


● Electricity ● Gas ● Fuel ● Waste**

*Community emissions take additional time to be calculated as they rely on utility data releases and statewide surveys etc.

** The figures here include residential waste as well as estimations for commercial and industrial

Council Emissions 2022/23



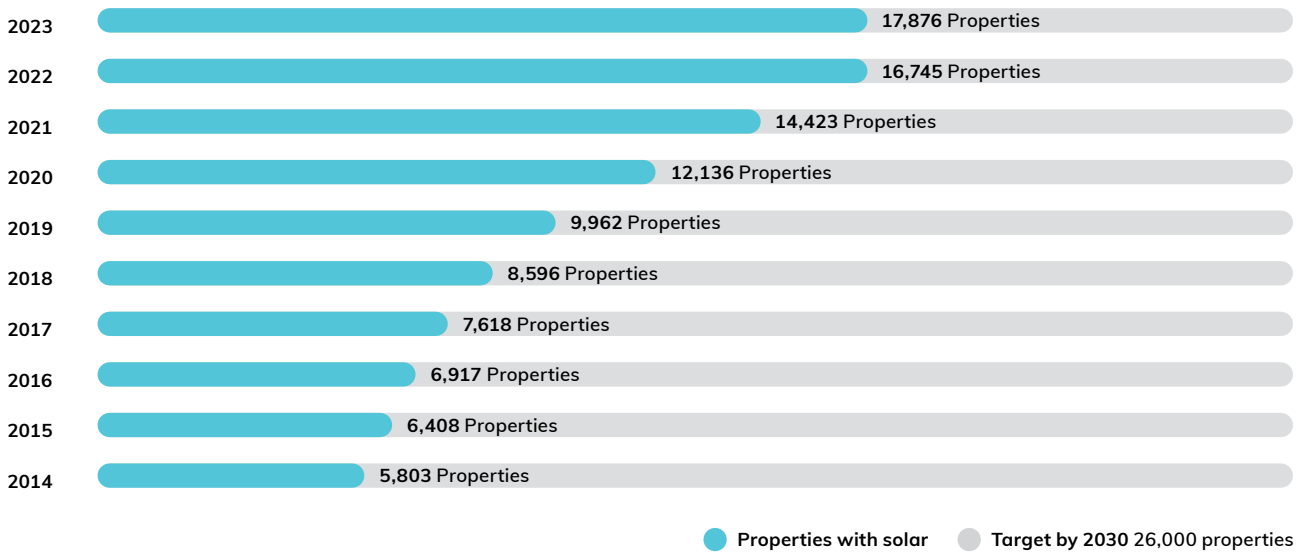
● Electricity*** ● Gas ● Fuel

***Moved to 100% renewable electricity in 2022/23

Note: Council's waste emissions are included in the Community emissions graph as it is collected with the residential waste

Figure 5
Solar installations

Solar installations on suitable premises (commercial / residential)



● Properties with solar ● Target by 2030 26,000 properties

Enabling our community

Our environmental volunteers continue to expand with close to 320 Bushcare volunteers performing incredible work in our natural environment, volunteering at over 50 sites. Around 50 Friends of Cabbage Tree Bay volunteers are also active. They keep a close watch from Marine Parade, Manly every weekend and educate the public on the local biodiversity above and below the water.

Our environment centres at Manly and Narrabeen continue their valuable work educating over 17,000 school-aged children and residents on sustainability, local habitats and wildlife. The popular wetland and intertidal rock platform walks were supplemented with additional programs at Manly Dam, Stony Range Regional Botanic Garden and Fairy Bower this year. Annual events included the Eco Awards, Ocean Festival, Day at the Bay, Project Penguin, Schools Tree Day and the Coastal Environment Centre's Open Day.

Council is actively educating our community about practical sustainability solutions and the transition to renewable energy sources. Examples of our community engagement programs include:

- over 730 registrations for our solar and energy saving webinars
- the Solar and Energy Roadshow, launched in February 2023, provided free drop-in sessions to 45 residents to discuss solar and energy efficiency
- 160 free Solar Conversations by phone, online and in-person
- education on Earth Hour and World Environment Day, with information stalls at the Taste of Manly event and the Coastal Environment Centre Open Day.

These activities are enabling our community to transition to renewable energy, with an increase of 2,662 solar installations this year (latest figures from the Australian PV Institute). This provided a further reduction of 23,200 tonnes of CO² emissions, equivalent to around 1% of community emissions or nearly 7,000 cars taken off the road. The Northern Beaches total solar penetration is now 21.9% residential PV density, with total installations to 17,876 premises.

Businesses are also supported by our Sustainability Business Network, with membership steadily increasing to over 200 active members. Initiatives for this network included:

- an evening on 'Waste and the Circular Economy' at Mona Vale Surf Club
- 'Towards Net Zero Carbon Accounting' at the Steyne Hotel
- over 100 attended lunchtime webinars on 'Renewable energy and an introduction to Power Purchase Agreements (PPAs) and 'Powering your savings: How solar, batteries and energy smarts can slash energy bills'

- presentations and information stalls for Small Business Month and Australian Conservation Foundation Sustainability Forum
- sponsoring the Sustainability Award for the Northern Beaches Local Business Awards.

Council also commenced a 100% renewable energy group PPA and successfully procured an aggregator in March 2023.

Building resilience

The Northern Beaches Resilience Strategy – Withstand. Adapt. Thrive was adopted in June 2022 and has driven more robust approaches to how we plan and deliver our services and works. The comprehensive strategy was recognised at the 2023 Local Government Excellence Awards, winning the top spot for the Innovative Leadership category.

The strategy also helped Council secure a grant from the NSW Disaster Risk Reduction Fund. This is supporting a Resilience Officer role for 18 months, as well as enabling a number of key projects to reduce disaster risk and improve our preparedness for emergency events. These include an upgrade to our flood information tool to improve predictions, timely warnings and responses; as well as analysis to optimise the management of water levels in Manly Dam. It is also funding the development of an online disaster dashboard for live alerts and updates for our community during a disaster event, including preparing for events before they occur.

Improving our coast and catchments

A key achievement was completing the Coast Action Plan and Waterways and Catchments Action Plan which will support Council's work in protecting and improving these vital areas. Planning for public coastal protection works at Collaroy Beach has progressed, and we continue to work with owners on their private development applications and associated works to protect Collaroy-Narrabeen Beach.

A constructed wetland in Warriewood Valley, that flows into Narrabeen Creek, is close to being completed. It will improve water quality, local habitat, community connectivity and scenic amenity. A floating wetland was also installed at Curl Curl Lagoon to improve water quality.

For the 11th consecutive year, all lagoons and the Pittwater estuary are being monitored for their health, building a valuable record to help manage them. The Lagoon Health Report Card 2011-22 was released on Council's website and summarises 10 years of results as well as outlining our catchment management practices.

Other progress included:

- a public exhibition of technical documents to support a new Northern Beaches LEP and DCP, such as the Estuarine Planning Level Studies for the Harbour and Cowan Creek; Watercourse, Wetlands and Riparian Lands Study and a Stormwater Study
- monitoring groundwater at Addiscombe Road Reserve, Manly Vale
- geotechnical monitoring and installing signs at key sites
- 93 hectares of regeneration and weed control in dunes, headlands, and riparian areas.

Managing stormwater and floodplains

The Narrabeen Lagoon Entrance Management Strategy was adopted by Council in September 2022. The draft Greendale Creek Flood Study was publicly exhibited, with a number of other flood studies underway including the Manly to Seaforth Floodplain Risk Management Study and Plan; the Middle Harbour Flood Study and the McCarrs Creek, Mona Vale, Bayview Floodplain Risk Management Study and Plan. Investigations were also progressed for the Brookvale Water Sensitive Urban Design; the Freshwater Water Sensitive Urban Design; and a flood impact assessment for upgrades at Collaroy Street, Collaroy.

Significant rainfall events occurred throughout the year, requiring monitoring and responses to prevent flooding around the lagoons. The entrances at each of the four lagoons were managed effectively, with berm heights actively maintained below flood levels at Dee Why and Curl Curl Lagoons on several occasions. As a result, these lagoons opened naturally prior to reaching flood heights. Manly Lagoon was mechanically opened during a rain event in February 2023 and Narrabeen Lagoon on a number of occasions.

We've improved our stormwater network in many locations that will help prevent flooding into residential homes. Examples include upgrades at Ankali Place, North Manly, Loquat Valley Road, Bayview and Myola Road, Newport. Stormwater pits were also upgraded at Freshwater, Collaroy


Plateau, Newport, Narrabeena, Beacon Hill, Allambie Heights, Dee Why, Seaforth and Balgowlah. Concept and detailed designs have been completed for other stormwater projects across the area, with community engagement to take place next year.

287 Water Quality Devices helped prevent pollutants from entering our waterways, with over 724 tonnes of waste removed this year. Three gross pollutant traps were upgraded around Sandy Bay Clontarf, as well as maintenance works at Lemon Tree Close and Perentie Close Basins.



Performance

| Performance measures | Target | Result 2023 | |
|---|-------------|-------------|---|
| Number attending sustainability education events | 16,000 | 18,111 | ✓ |
| Active Bushland management by contractors (ha) | 1,200 | 1,225 | ✓ |
| Stormwater network renewed/ upgraded in line with the Asset Management Plan (m) | 800 | 981 | ✓ |
| Required mitigation activity completed for natural hazards (flood, fire, erosion, landslip) | 100% | 100% | ✓ |
| Green House Gas emissions by Council (t CO ₂) | < 6,000 | 6,033* | ✗ |
| Total water use by Council (KL) | < 474,731** | 440,910 | ✓ |

 Achieved target
  Target not achieved

*This year a change in the methodology for measuring Scope 3 emissions for fuel showed an additional 353 tonnes of emissions, though overall fuel consumption actually decreased.

** Based on a rolling average of the last five years' consumption, to cater for wet and dry years.

Operational projects

Completed

| | |
|--------------|---|
| G1 G6 | Develop and implement action plans and reporting to support the Environment and Climate Change Strategy |
|--------------|---|

On Schedule

| | |
|------------------|--|
| G3 G4 G22 | Expand and improve volunteer, sustainability and environment centre programs in response to community priorities |
|------------------|--|

| | |
|---------------|---|
| G2 G12 | Develop and implement a Narrabeen Lagoon Entrance Management Strategy |
|---------------|---|

| | |
|--------------|---|
| G1 G2 | Develop and implement coastal management programs |
|--------------|---|

| | |
|--------------|---|
| G1 G2 | Develop and implement a creek management strategy |
|--------------|---|

Behind Schedule

| | |
|---------------|--|
| G2 G17 | Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway – Both Council's and TfNSW's Oxford Falls site projects are requiring further discussion. This will result in aligning community consultation plans, clarifying funding and formalising the partnership between the two organisations. The site projects are complementary and will impact both traffic and flood outcomes, with further planning helping to better align and synchronize them. |
|---------------|--|

Capital projects

On schedule

Coastal protection program

| | |
|-----------|---|
| G2 | Collaroy-Narrabeen Coastal Protection Works |
|-----------|---|

Stormwater program

| | |
|-----------|------------------------------|
| G2 | Planned stormwater new works |
|-----------|------------------------------|

| | |
|-----------|----------------------------------|
| G2 | Planned stormwater renewal works |
|-----------|----------------------------------|

| | |
|-----------|-----------------------------------|
| G2 | Reactive stormwater renewal works |
|-----------|-----------------------------------|

| | |
|-----------|------------------------------------|
| G2 | Warriewood Valley Creek line Works |
|-----------|------------------------------------|

| | |
|-----------|------------------------------------|
| G2 | Gross pollutant trap renewal works |
|-----------|------------------------------------|

Water and energy saving initiatives

| | |
|--------------|-------------------------------------|
| G4 G5 | Water saving and re-use initiatives |
|--------------|-------------------------------------|

| | |
|--------------|------------------------------------|
| G4 G5 | Energy Savings Initiatives Program |
|--------------|------------------------------------|

| | |
|--------------|---|
| G4 G5 | Energy Saving Initiatives Works Program - Special Rate Variation |
|--------------|---|



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G1
- G4
- G6
- G8
- G13
- G20

This service delivers recyclables and household waste collection, as well as processing, recycling and disposal of collected material including bulky goods. The service includes community waste education and behaviour change programs. It also delivers litter removal, beach raking, graffiti removal, street sweeping and removal of illegally dumped rubbish.

Service achievements

Satisfying our customers

Council has received good customer feedback on satisfaction with our waste and cleansing services. All targets have been met for high satisfaction with the cleansing service (target 80%) and very low reports of missed waste and litter collection services (well below the 0.5% threshold).

We also undertook a benchmarking exercise against other councils and found our service compared very well, with the second-lowest number of customer requests for waste services.

Improvements continue to be made across strategic, operational and data monitoring functions.

Taking a strategic approach

Council has been developing a comprehensive Waste and Circular Economy Strategy to guide the long-term direction of waste management for the area and to transition to a more circular economy. We've tapped into our community for needs and ideas through workshops and surveys and will release the draft strategy later in 2023 for community consultation.

The draft strategy is underpinned by studies on needs and feasible local solutions for our future:

- a comprehensive study and feasibility analysis of options for waste in our red lidded bins, focusing on recovering food organics

- a benchmarking study on how current services are performing compared with similar councils
- bulky goods research and trials to recover more from our bulky goods waste e.g. timber for remanufacturing into cupboards and shelving
- polystyrene recovery for recycling and making things like decking, outdoor furniture, and picture frames as well as for use locally in the plant nursery industry
- a telephone survey of 600 residents in late 2022, with follow up targeted working groups and community engagement
- targeted engagement with key internal teams, business, and community stakeholders.

A soft plastics recovery and recycling trial was also conducted following the failure of the Redcycle supermarket soft plastic collections. This highlighted the difficulty in recycling soft plastics due to their diversity, complexity, and inability to find sustainable downstream recyclers for the collected material. We are currently evaluating the results of the trial.

The outcomes of these and other studies, along with upcoming community consultation will guide further development of the strategy.

Equipping the community for a circular economy

Council provides an extensive program of waste recovery projects, trials, audits, training and communication, to help move towards a circular economy. Some of the highlights building our community's capability and resilience were:

- a reuse and recycling event which collected 21 tonnes of donations including clothing, accessories, nursery items, electrical items and bikes. These will be rehomed and recycled by our partner charities and recyclers.
- Avalon Car Boot Sale and the Bags to Riches second-hand markets
- Over 80 Clean Up Australia Day sites
- 11 workshops on home composting and worm farming, making food not waste, reusable nappies, fermenting food, Christmas ideas, preserving fruit and vegetables, and reducing plastic on a budget
- 158 Event Waste Management plans were assessed, and Council loaned portable water fountains to 28 community led events to reduce the use of disposable plastic water bottles
- the Swap for Good program continued with returnable cups and containers delivered to more businesses, and a corporate workshop delivered

local schools were supported with waste audits and Swap for Good canteen solutions

Getting a grip on graffiti

Council's new graffiti reporting portal provides a consolidated 'in-house' graffiti reporting one-stop shop for residents and businesses. This new system allows for rapid real-time reporting and dashboard integration, with new analytical functions for effective graffiti response. It also obscures private customer details, while allowing contractors to obtain job related information easily and quickly.

Making catchments cleaner

Following a service review, Council is moving its street sweeping program from a 50% contractor-provided service to one run completely in-house. This will be rolled out in two stages, with a dedicated staff team operating street sweeping machines to improve our streets and catchments. Stage One started in June 2023, transitioning our southern area to the in-house service. In late 2024, Stage Two will encompass the northern area.

Helping dog owners with solutions

Council provides approximately four million free dog waste bags to the community each year at off-leash dog parks and walking trails. We reviewed this program in December 2022 to consider alternative products with less environmental impact, and the number and locations of bags to meet demand. Following a six-month trial, we now provide bags made from home-compostable corn starch, suitable for our local climate.

The trial also found we needed to reduce the number of bags provided to align with actual demand and prevent misuse of the service. We're now stocking the dog park locations every 1-2 days and keeping a close eye on levels of use. This has reduced the annual number of bags provided, the cost of the service, and the likelihood and impact of bag pollution in our environment.

Getting rid of litter

We've comprehensively reviewed litter and public litterbins at various locations across our area. The study found the bin system captures 95% of litter, reflecting both the good practices of residents and visitors and the well-targeted and efficient service provided. It also highlighted areas where public place recycling was contaminated with non-recyclables. We have since installed new signage and restriction mechanisms on some bins, successfully reducing contamination by over 75%. Other signage on public bins is also being reviewed to help the public separate recycling.

Performance

| Performance measures | Target | Result 2023 | |
|---|--------|-------------|---|
| Number of participating in education events on waste and circular economy solutions | 5,000 | 20,410 | ✓ |
| Domestic waste diverted from landfill (waste collected by Council) | 65% | 65% | ✓ |
| Domestic waste per capita (kg) | < 420 | 411 | ✓ |
| Customer satisfaction with cleansing services | 80% | 80% | ✓ |

 Achieved target
  Target not achieved

Operational projects

On Schedule

| | |
|-----------------|---|
| G6 G11 | Manage contracts for cleaning of streets, pavements, graffiti, and bus shelters to provide clean public places |
| G6 | Manage domestic waste contracts to maximise resource recovery and adapt to community needs |
| G3 G4 G6 | Deliver waste programs and education to support Council's domestic waste collection services, including waste reduction and circular economy principles |
| G4 G6 | Consult on and implement a new long-term waste and circular economy strategy |
| G4 G6 | Promote opportunities to the community for separate collection of recoverable waste types |

Capital projects

On Schedule

Waste and Cleansing Program

| | |
|----------------|-----------------------------|
| G11 G20 | Public Place Bin Enclosures |
|----------------|-----------------------------|



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G4
- G6
- G22

Kimbriki aims to deliver long-term reliable, responsible, and sustainable waste management and recycling services to the local community. It receives over 260,000 tonnes of material onsite each year and around 80% of this is recycled. Over 4,000 people visit the Eco House and Garden each year for education on sustainability, and the Buy Back Centre which sells salvaged building materials and furniture.

Service achievements

Transforming waste into resources

Over 400,000 vehicle visits to Kimbriki were recorded for the year, with over 266,000 tonnes of material received, of which 80% was recovered for recycling or reuse. Our priority is to maximise the reuse of incoming resources and minimise the waste sent to landfill. Construction of the next lined landfill cell commenced in May and will be completed in late 2023.

Kimbriki ran several proactive trials to explore the viability of sending more waste streams for reuse. Four trial collections of polystyrene were well received with over 700 residents bringing polystyrene for recycling. A similar trial of soft plastics saw over 500 residents attend over three days. An engineered timber trial successfully recovered over 1,200 tonnes of material for recycling that previously went to landfill.

Building community skills and capability

Kimbriki's new social precinct 'The Hub' is expanding the various charities and not-for-profit organisations it hosts to promote reuse and waste reduction. This now includes Peninsula Senior Citizens Toy Repair Group, Bikes 4 Life, Boomerang Bags and Reverse Garbage.

The Eco House and Garden conducted an inaugural professional development day for over 30 local teachers. The aim is to enable K-12 teachers to confidently engage their students in sustainability and Indigenous perspectives within the curriculum.

Free sustainability workshops were also provided for over 2,000 local students, based on the NSW Department of Education and Training's cross-curriculum priorities on sustainability. Kimbriki's online education hub was launched to complement the workshops, providing resources to students and teachers.

Reducing impacts

Construction of the clean water diversion system continued and is due for completion within the next month or so. This will further reduce the site's environmental footprint and allow access to additional areas for landfilling to significantly extend its life.

Site conditions have been improved by sealing the internal road between the mixed waste transfer station and the outbound weighbridges, as well as the floor of the household problem waste. This has improved the customer experience and further reduced the generation of dust and sediment on site.

Performance

| Performance measures | Target | Result 2023 | |
|--|--------|-------------|---|
| Total waste from all sources diverted from landfill on site | 82% | 80%* | ✘ |
| Waste diverted from landfill in the mixed waste section on site from all sources | 10% | 7.4%** | ✘ |
| Compliance with environmental requirements | 100% | 100% | ✔ |
| Reuse and recycling of household problem waste (tonnes) | 600 | 630 | ✔ |

✔ Achieved target ✘ Target not achieved

*While close to target, this has been hampered by a persistent downturn in recyclable demolition waste, and an increase in home renovations and building works. This, combined with storm and flood damage, continued to result in unusually high volumes of mixed waste.

** This has been hampered by increased waste from home renovations and building works, and a persistent downturn in recyclable demolition waste. This, combined with storm and flood damage, continued to result in unusually high volumes of mixed waste. Kimbriki is planning further investment in sorting infrastructure to extract recyclable commodities from mixed waste to increase the recovery rate.

Operational projects

On Schedule

| | |
|--------------|---|
| G4 G6 | Research and develop improved resource recovery consistent with the endorsed Business Plan, reviewed annually |
| G4 G6 | Expand the sustainability hub and enhance social enterprise opportunities |

Capital projects

Completed

Kimbriki improvements

| | |
|-----------|--|
| G4 | Kimbriki landfill cell development area 4A |
| G4 | Kimbriki landfill cell development mid-west landfill |

On Schedule

Kimbriki improvements

| | |
|-----------|---------------------------------------|
| G4 | Kimbriki clean water diversion system |
| G4 | Kimbriki future cell development |
| G4 | Kimbriki gas capture system |
| G4 | Kimbriki vehicles |
| G4 | Kimbriki renewal program |
| G4 | Kimbriki other |



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G5
- G7
- G8
- G21
- G22

This service sets the land-use planning direction for the local government area via the Local Strategic Planning Statement – ‘Towards 2040’. We are responsible for the preparation and maintenance of local environmental plans and development control plans for the Northern Beaches.

We prepare structure plans and place plans to manage growth and development, along with responsibility for Council’s development contribution framework, European heritage management, Aboriginal heritage management, urban design, and assessment of planning proposals.

Service achievements

Northern Beaches Local Environmental Plan and Development Control Plan

Council undertook a three-month public exhibition of its Conservation Zones Review, finishing on 5 December 2022. The review assessed the use of environmental conservation zones in Council's current Local Environmental Plans (LEPs) and recommended a methodology to create a single set of Conservation Zones for the new Northern Beaches LEP based on mapping of hazards and ecological criteria, such as bushfire and flooding, threatened species and core habitats.

Council responded to hundreds of telephone and written enquiries during the exhibition period and completed a Submissions Summary Report on the 950 submissions received. Council is considering amendments to the Conservation Zones methodology to address the submissions received and has held several meetings with the Department of Planning and Environment. The next steps in the process will be determined by the outcomes of discussions with the Department.

Council has also met with the Department to discuss other proposed LEP provisions, including zoning tables and drafting of specific clauses on housing and environmental matters. Once these matters have been resolved, and the Conservation Zones methodology agreed, Council will be able to finalise a Planning Proposal for consideration by Councillors and subsequent public exhibition.

Work continues on Council's new Development Control Plan (DCP), incorporating Local Character Statements.

This has involved reviews of other Council DCPs, meetings with internal and external experts, and drafting of controls. It is proposed to exhibit the draft DCP together with the Planning Proposal for Council's new LEP.

Local Housing Strategy and affordable housing

Council's Local Housing Strategy is being implemented through key initiatives, including:

- the establishment of "Housing Diversity Areas" allowing for dual occupancy and boarding house development in limited areas around identified local centres as part of the new Northern Beaches Local Environmental Plan-making process
- separate "Structure Plan" processes either completed or in-train for Frenchs Forest, Brookvale, and Mona Vale to provide additional housing supply
- requiring a percentage of all new housing in areas re-zoned to permit higher residential densities to be given to Council for use in perpetuity as affordable housing units (including Frenchs Forest, Brookvale, and Mona Vale).

Morgan Road Planning Proposal (Lizard Rock)

In October 2022, Council received notice from the Department of Planning and Environment of a Planning Proposal by the Metropolitan Local Aboriginal Land Council to rezone land in Morgan Road, Oxford Falls Valley, to permit a 450-allotment subdivision of their land.

Despite detailed submissions by Council opposing the Planning Proposal, in December 2022 the Sydney North Planning Panel

determined that the Planning Proposal should be submitted to the Minister for Planning and Public Spaces for a “Gateway” determination.

In January 2023, Council resolved not to be the Planning Proposal Authority (PPA) for the proposal – that is, to be responsible for its governance including preparation, submission for a gateway determination, public exhibition, and finalisation. The Sydney North Planning Panel was subsequently appointed to this role.

In June 2023 the Department issued a Gateway Determination for the Planning Proposal to proceed to public exhibition, subject to conditions. Council continues to oppose the Planning Proposal and will make further submissions to relevant authorities during the public exhibition process.

Brookvale Structure Plan

The draft Brookvale Structure Plan has been prepared and provides the strategic land use planning framework for Brookvale over the next 15 years. The plan proposes the delivery of 1,300 new homes, 975 new jobs, and opportunities to provide a new town square and community facilities.

The revised draft Brookvale Structure Plan was exhibited from 1 December 2022 to 28 February 2023. Exhibition included a variety of online engagement methods including a project webpage, two webinar videos, one promotional video, and a question-and-answer forum. In person engagement activities included a Brookvale business briefing session and a community drop-in session at Brookvale Park. The project was promoted via Council’s social media channels, a public display at Warringah Mall Library, letterbox drops to owners, tenants and businesses, and notification letters to owners. Staff also met and spoke with key stakeholders, community groups and community members on request.

Over 300 submissions were received. A Response to Submissions Report is being prepared and will be reported to Council together with recommendations for proposed next steps in the process.

Manly Place Plan

The draft My Place: Manly Place Plan is progressing well. The draft document including the concept designs and its costings was circulated for internal stakeholder review and is now complete. The next step in the project will be public exhibition expected to be late 2023.

The focus of the place plan is to increase activation across the centre over a 24-hour period, leveraging its role as the only operating night-time centre on the Northern Beaches and renowned tourist destination for international and domestic visitors.

Mona Vale Place Plan

The draft Mona Vale Place Plan framework has been prepared and initial internal stakeholder review completed. Mona Vale is a strategic centre, therefore there is a requirement to investigate opportunities to increase housing and employment numbers. Increasing employment and housing in the centre will generate additional traffic movements. Further detailed traffic data and analysis is required to inform the finalisation of the draft Place Plan.

Avalon Beach Place Plan

The Avalon Beach Place Plan was formally adopted by Council at the July 2022 Council Meeting with two amendments:

1. Further community consultation is undertaken with regard to Action 52 (Beach Gateway terracing) of the adopted Plan. Action 52 is considered a long-term (5-10 year) activity. Consultation will be undertaken closer to the time of planning the design and implementation of this action
2. Further consultation be undertaken in relation to cycleways within Avalon Beach Village. This item had been removed from the Plan and it is recommended that it be re-investigated. Consultation is recommended to be conducted and reported back to Council within 12 months.

The Place Plan Implementation Steering Committee has been established to drive the implementation of the Place Plan with the following actions completed:

- recycling waste bins have been installed in strategic locations throughout the centre
- a temporary trial of a one-way shared zone on Old Barrenjoey Road north, between Avalon Parade and the entrance to Woolworths carpark, to inform permanent road and streetscape improvement
- an event 'how to guide' has been developed and placed on Council's website.

Heritage matters

The Local Heritage Fund is an annual small grants program of \$12,500 offered to owners of heritage items who undertake maintenance or repair works to their buildings. The fund is supported and partly funded by Heritage NSW.


The Local Heritage Fund was formally advertised from January to March 2023 and 12 applications for funding were received from property owners with six successful applications being funded.

Frenchs Forest Town Centre Contribution Plan

On 5 August 2022, Council's adopted Frenchs Forest Contributions Plan which was submitted to the Independent Pricing and Regulatory Tribunal (IPART) for review. This review is required to ensure that Council can levy the full residential contributions rates in the Contributions Plan above the current \$20,000 cap.

On 20 April 2023, IPART released its draft assessment report on the Contributions Plan. On 26 May 2023, Council forwarded its submission to IPART requesting amendments to its proposed recommendations. We await a final decision on the plan by the Minister for Planning and Public Spaces.

Performance

| Performance measures | Target | Result 2023 |
|---|--------|--|
| Planning proposals assessed within 90 days (from lodgement to submitting report to Local Planning Panel) | 80% | 33%*  |

 Achieved target  Target not achieved

* Two of the three planning proposals were not met due to the applicant's request to delay, and the timing of the meeting dates of the Northern Beaches Local Planning Panel.

Operational projects

Completed

G5 Frenchs Forest precinct planning for a sustainable area with Green Star Communities rating

G5 G10 Ingleside Precinct – work with Department of Planning and Environment on the potential land release

On Schedule

G11 G13 G15 Develop Place Plans for Avalon, Mona Vale and Manly and other centres on a rolling program

G5 G10 G11 G13 G15 Prepare Northern Beaches Local Environmental Plan, Development Control Plan and associated studies

G10 G11 G13 Complete Brookvale Structure Planning and Rezoning - to revitalise Brookvale Town Centre



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G5
- G7
- G8
- G19

Council assesses development applications, modification applications and reviews of determinations in line with local and state planning controls. This service also provides a development advisory service to assist applicants in preparing and lodging applications as well as general planning advice to our community.

Service achievements

Assessing applications

This year saw a 9.25% decrease in the total number of applications lodged compared to 2021/22 with 1,641 development applications, 614 modification applications and 15 review of determination applications lodged for assessment. 145 pre-lodgement meetings and requests for advice were provided. Development within the Northern Beaches Local Government Area remains persistently strong despite the reduction in application volume and changing economic conditions.

This year the total value of development applications approved was over \$1.1 billion. This is an increase of 41% when compared to 2021/22 where the total value of approved development applications was \$777 million.

A focus on environmental outcomes

Applications are referred to internal teams within Council to provide specialist advice. A significant volume of applications were reviewed with a focus on their environmental impact, including:

- over 450 applications impacted by flooding issues
- 938 applications with coastal, catchment and water quality considerations
- 900 applications with biodiversity considerations
- over 1,400 with stormwater, vehicular access and infrastructure engineering considerations

1,000 applications for activities such as driveways, legal document authorisation, hoarding permits and subdivisions.

Exceptional audit outcome

The development assessment team was subject to a performance audit by the NSW Audit Office. The audit commenced in November 2021 and took place over a 12-month period covering the assessment and determination process of applications. Northern Beaches Council were one of three Councils selected for the audit.

In December 2022, the final audit report was tabled in NSW Parliament. The NSW Auditor-General made no recommendations for Northern Beaches Council concerning development applications or any process improvements. This exceptional outcome validates the robust, transparent, and efficient development assessment systems and processes in place at Northern Beaches Council. It is rare for a Council to not receive improvement findings or recommendations

Improving customer experience

Council continued to improve the customer experience with the development assessment service through a focus on upgrading and expanding digitisation of assessment processes.

Several successful digital enhancements were implemented including:

- the implementation of a building cost calculator to ensure accurate DA fees and development contributions are paid to Council. These fees ensure vital public infrastructure is provided to the community. The costs within the calculator are based on current industry cost guides
- Council's development application and modification lodgement requirements were restructured to provide better information to applicants surrounding lodgement, as well as more detail on documentation, reports, and plans required, as well of the addition of direct links to useful resources for applicants
- Council's application search tool was enhanced to include an additional search function 'advertised development', a page that lists development and modification applications which constitutes advertised development or development required by legislation to be published on Council's website during the exhibition period.
- the integration of Council's systems and assessment processes with the NSW Planning Portal which will greatly reduce the administrative burden on Council staff and allow those staff more time to work on further digital enhancements to development assessment services.

Performance

| Performance measures | Target | Result 2023 | |
|--|---------------|--------------------|---|
| Average determination time of 90% of development applications, modifications and reviews (days) | <75 | 61 | ✓ |
| Outstanding development applications, modifications and reviews older than 100 days (since application received) | <20% | 25%* | ✗ |

✓ Achieved target ✗ Target not achieved

* Target exceeded due to significant resourcing constraints encountered for a large part of the financial year.



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G1
- G8
- G11

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

Service achievements

Environmental health

Council undertook an environmental audit campaign with the NSW Environmental Protection Authority (EPA), targeting micro plastics and nurdles in the Cromer industrial area. The inspection blitz focused on stormwater management controls at licensed and unlicensed premises within the Cromer Industrial Estate. The campaign has been initiated in response to concerns raised by the local community relating to microplastic and nurdle contamination of the beaches and lagoons in the area.

Inspections of fixed food premises were completed on target including catching up on the backlog caused by COVID-19.

Council's arbovirus surveillance program continued through 2023. The mosquito population was predominantly low with a small increase in numbers following the wet weather at the end of February. There have been zero arbovirus detections.

Ranger patrols

Council rangers provided services across the Northern Beaches with a visible presence in public spaces, reserves and beaches and a balance of resourcing with competing safety priorities, such as illegal parking in high-traffic areas, investigation of dog attacks and environmental pollution incidents.



Proactive ranger patrols were undertaken to improve responsible pet ownership with a focus on off-leash areas and seasonal patrols for penguins at Fairy Bower. Work continued with the RSPCA through the Cats Safe at Home program and the offer of reduced desexing fees for cats. Adoption cats were promoted on Council social media in conjunction with Council's pound.

The evening night patrols in Manly have continued with a focus on alcohol restrictions within East Esplanade Reserve, Shelly Beach and attending to safety related parking matters within the high-traffic areas. Officers have been equipped with body worn cameras to enhance safety.

Keeping the community safe

Council completed assessment and response to 131 requests on behalf of Liquor and Gaming and made determinations based on relevant consents conditions. Swimming pool safety inspections were undertaken for 332 properties and compliance action initiated with notices/directions issued. Management of make safe requirements for storm damaged properties including landslip effects was ongoing.

Performance

| Performance measures | Target | Result 2023 | |
|--|--------|-------------|---|
| All mandatory food inspections completed | 100% | 87%* |  |
| Reduction in high-risk food businesses | <350 | 306 |  |

 Achieved target  Target not achieved

* Resourcing issues in the December 2022 quarter impacted the annual result. This was due to staff vacancies and extended leave, somewhat relieved by recent onboarding of a contractor for 3 months.

Operational projects

Completed

G8 G11 Review environmental compliance tools and procedure to improve customer experience



● Environment

| |
|-------------------------------|
| Protection of the environment |
| Environmental sustainability |

● Social

| |
|----------------------------|
| Community and belonging |
| Housing, spaces and places |

● Economic

| |
|--|
| Vibrant local economy |
| Transport, technology and connectivity |

● Civic

| |
|-------------------------------|
| Good governance |
| Partnership and participation |

Supporting CSP goals

- G4
- G5
- G8
- G9
- G11
- G20
- G22

This service manages and maintains recreational open space including playgrounds, sportsfields, rockpools, skate facilities, sports courts, public golf courses, commercial centres, town centres and villages, dog off-leash areas and gardens and parks . This includes Manly Warringah War Memorial (Manly Dam) and Narrabeen Lagoon State Park. Tree management and lifeguards are also included in this service.

Service achievements

Keeping everyone safe at the beach

The beaches were busier especially in the peak season following the downturn of previous years affected by COVID restrictions, bushfires and storms. There were over 10.4 million visitors to our beaches this year, kept safe by lifeguard with 1,245 rescues and 1,110 first aid treatments. There were also 230,452 preventative actions by lifeguards and volunteer lifesavers, directing swimmers to safety between the flags away from rips and directing board riders outside the flags.

All terrain vehicles and jet skis were used effectively across all beaches for preventative actions and critical incidents. Tailored approaches were also provided in response to local needs such as:

- at Shelly Beach an electric bike equipped with emergency equipment was used for rapid response to surrounding areas
- water safety education rolled out to staff and visitors at North Narrabeen Lakeside caravan park, to prevent incidents at both the beach and lagoon waters
- additional water safety measures at large and international events such as The World Surf League Challenger series at North Narrabeen.

Working with our community

Our Sport and Recreation Infrastructure Grants support sporting clubs to undertake various improvements. Projects supported by Council grants this year included:

- Manly Warringah District Cricket Club - to remove the two existing junior cricket wickets and install three new junior cricket wickets at Seaforth Oval
- Forest Hills Pony Club - to upgrade existing obstacles and install new obstacles at the cross-country equestrian course at the JJ Melbourne Hills Memorial Reserve, Terrey Hills
- Manly Croquet Club - to install a new reverse cycle air conditioning system in the Manly Croquet Club building at Keirle Park, Manly
- Beacon Hill Youth Club (Beacon Hill Football Club) - for a new awning and kitchen upgrade for the club house at Beacon Hill Reserve, Beacon Hill
- Bareena Park Tennis Club - to resurface tennis courts at the Bareena Park Tennis Complex, Balgowlah Heights.

We are also partnering with the community to manage Manly Dam - the Manly Warringah War Memorial State Park. This year three community members were appointed for the Advisory Committee and have addressed a range of operational and strategic matters. A review and community engagement on water-skiing was completed, following which Council endorsed the continuation of most approved times. New restrictions for ANZAC Day and Remembrance Day mean that no skiing activity will be permitted to allow quiet enjoyment of the park on these honour days.

The online bookings system for parks and reserves has been expanded and is easier to use:

- booking enquiries can be submitted for weddings and other events across the Northern Beaches
- check availability of venues, which can be reserved whilst a booking application is being assessed
- regular users such as schools can also access a specific online portal to make large annual bookings.

In response to three naming proposals from our community, new names were adopted by Council to honour community leaders. These were Brian Green lookout on Carrington Parade, Curl Curl; Purple Poppy Dog Park at the Forestville War Memorial Playing Fields; and the Irene Crump Reserve in Freshwater.

Enhancing sports facilities

Council managed both seasonal change overs from the winter to summer and summer to the winter with all sports starting as planned. The quality and safety of our sportsfields and recreation areas have been improved with a range of works:

- maintaining field standards by topdressing with over 5,000 tonnes of soil and 30,000 m² of turfing repairs
- lighting at Passmore Reserve, Manly Vale and upgrades to the existing system at Kitchener Park, Mona Vale. The Passmore Reserve lights have increased the capacity of the ground from 30 to 56 playing hours a week

- drainage systems on Frank Grey Oval Curl Curl, Kitchener Park fields 1 and 3 at Mona Vale and Beverley Job Park Narrabeena
- improvements such as the back nets at John Fisher Park, Curl Curl and North Narrabeen Reserve; and cricket net and wicket repairs across six sites at Newport Oval, Collaroy Plateau Park, St Matthews Farm Cromer, Hitchcock Park Avalon, Frank Gray Curl Curl, Harbord Park, Allambie Oval and Kitchener Park Mona Vale.

Improving the places you play

The Open Space and Outdoor Recreation Strategy and Action Plan – Let's Play was adopted by Council in December 2022 to guide improvements, management and future planning for the next 15 years. This will be through the staged implementation of over 200 actions.

Construction of the Wyatt Avenue Bike Park at Belrose was completed. Council also signed an agreement with the NSW Government for a future bike park on state land at Seaforth.

The community requested improved lighting at some facilities for night use including Frenchs Forest showgrounds for dog walking and the Boondah multicourt at Warriewood.

Other key improvement projects were:

- North Curl Curl Community Centre precinct including carpark, playground, paths, entrance ways and water sustainable urban design features
- Jacka Park, Freshwater playground and war memorial, which was unveiled by the NSW Governor

- seawalls at Taylors Point Clareville and Snappermans Beach at Palm Beach
- landscape upgrades of West Esplanade Manly and Mona Vale Beach
- Little Manly upgrades to the seawall, boat ramp and sandstone bleachers
- new fitness stations at Lionel Watts, Frenchs Forest and Forestville War Memorial Playing Fields
- park upgrades at Poppy Park playground and Lindsay Reserve at Forestville; Allworth Reserve, Davidson and Anana Reserve at Elanora Heights.

We've also made it easier to get around by improving the walking trail through Deep Creek Reserve, Narrabeen; access stairs at Marine Parade, Manly; and a wider pathway at South Curl Curl rockpool carpark to improve the Coast Walk.

Loving the outdoors

Our commercial centres are maintained as pleasant places to venture, with attention to pavements, landscaping and furniture. Sites of major works this year were Mona Vale, Avalon and Manly Corso. There were large number of plants installed at Newport and Balgowlah villages.

Greening our City Grants and Tiny Forest projects saw the planting of nearly 500 trees in areas such as Manly Vale, Brookvale and Balgowlah industrial areas to beautify the streets and help reduce urban heat. Another 2,212 trees were planted across the Northern Beaches as part of our ongoing public open space tree planting program; plus 2,890 were planted in sand dunes and bushland areas.

Council responded to 5,240 requests regarding trees on public land, some damaged by storms, and 429 private tree applications to prune or remove trees on their property. Retaining the tree cover in our suburbs is a priority for urban quality with 74 applications refused and nearly 300 replacement trees to be planted.

Performance

| Performance measures | Target | Result 2023 | |
|---|--------|-------------|---|
| Rockpools cleaned weekly during summer season and every two weeks outside of summer | 95% | 97% | ✓ |
| Sportsfields mowed weekly in summer playing season and monthly in winter | 95% | 98% | ✓ |
| Number of trees planted on public land per year | 5,000 | 5,102 | ✓ |
| Availability of sportsfields, out of school hours (playing hours/week) | 4,405 | 4,579 | ✓ |

 Achieved target
  Target not achieved

| Workload measure | Result 2023 |
|--|-------------|
| Number of preventative actions by professional lifeguards on patrolled beaches | 230,452 |

Operational projects

Completed

G5 G11 Develop an Iconic Tree Register for trees on public land

On Schedule

G12 G20 Implementation of the Open Space and Recreation Strategy and Action Plan

G12 G20 Development of the Indoor Sport and Recreation Strategic Plan

G12 Implement the Sportsground Strategy

Capital projects

Completed

Reserves and parks improvements

G8 G9 North Curl Curl youth facility

G8 G9 Wyatt Avenue Open Space, Belrose

G12 Lionel Watts fitness space

G12 Forestville War Memorial Playing Fields fitness station

G12 Oxford Falls bushland reserve

Playground Improvements

G8 G9 Little Manly Point Reserve playground upgrade

G12 Jacka Park playground upgrade

G12 Ashley Parade Reserve new playground

Sportsgrounds improvements

G8 G9 Connecting all Through Play - Active Play

Foreshore and building improvements

G5 G8 Long Reef Surf Life Saving Club new building works

G5 G8 Mona Vale Surf Life Saving Club new building works

G12 Mona Vale Beach upgrade

G12 Surf Life Saving Club minor renewals

Town centre and village upgrades

G11 G15 Commercial centre renewal program

G5 G9 West Esplanade activation plan

On Schedule

Reserves and parks improvements

G8 G9 Ivanhoe Park Masterplan implementation

Playground improvements

G12 Sports Club Capital Assistance Program

Foreshore and building improvements

G8 G12 Manly Life Saving Club design works

G12 Little Manly Beach masterplan implementation

G12 Rockpool renewal program

G12 Tidal pools refurbishment

G12 Clontarf tidal pool refurbishment

Playground improvements

G12 Griffith Park playground upgrade

G12 Playground renewal program

G12 Dee Why Beach (Michaela Howie) playground upgrade

Recreational trails

G12 G16 Manly Dam mountain bike trail upgrade

Town centre and village upgrades

G11 G15 Commercial centre upgrade program

Behind Schedule

Reserves and parks improvements

- G12** Freshwater Beach Masterplan implementation – Delays in the detailed design of the project means procurement of construction contractors for the playground and construction over winter 2023 was not possible. The playground upgrade will be rescheduled to winter 2024 with the focus for 2023 being the construction of pathways to improve access and safety.
- G12** Lynne Czinner Park, Warriewood – The project is currently behind schedule as detailed design took longer than anticipated. The tender for construction is expected to go to market in July 2023 to start late 2023.
- G12** Reserves renewal program – Council appointed a contractor for the renewal of the Tyagrah Reserve bridge in Cromer with work planned to start in June 2023
- G12** Frenchs Forest Precinct park upgrades – The project is delayed due to longer than expected time required for design development and site investigations. The tender for Brick Pit Reserve will be advertised in spring 2023.

Sportsground improvements

- G12** Sportsfield renewal program – Work has been completed on the renewal of lights at Kitchener Park, Mona Vale. Work on the transport of the old surface of Cromer 1 to a recycling facility has been delayed.

Foreshore and Building improvements

- G5** Foreshores renewal program – Delayed by nominated contractor availability to start works on the Wellings Reserve access road. The access road forms part of the Manly to Spit walkway and the renewal will improve safety, accessibility and environmental outcomes.
- G12** Warriewood Beach foreshore upgrades – Due to significant delays by a design consultant for Stage 1 the project is behind schedule. Work on Stage 1 is expected to start in late 2023.

- G12** Bayview seawall and path – Council resolved to negotiate with the preferred contractor at its meeting in June. It is expected that a contract will be executed in July and work will start in spring 2023.

- G12** Dinghy storage - The dinghy renewal program is behind schedule due to the need for further consultation. Work will start early in the new financial year.

Recreational trails

- G12 G16** Recreational trails renewal program – Work is behind schedule for this program due to procurement delays. Work is completed on the renewal of the Hudson Parade trail, Clareville. Work has commenced on the renewal of the Curl Curl section of the Coast Walk. Design work on the renewal of the bridge on the Manly to Spit Walk at Fisher Bay is ongoing.

- G12 G16** Manly Dam Boardwalk – Council resolved to proceed with construction of this project and negotiations are ongoing with potential contractors. It is expected that work will start in late 2023.

- G12 G16** McKillop Park Boardwalk – The project is currently behind schedule due to the need to undertake a design review to bring the project within budget. It is anticipated that a tender will be released to market in spring 2023 with work to start in 2024.





● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G8
- G9
- G11
- G12

This service provides early learning for young children at nine sites, including long day care and pre-school, as well as supporting family day care at up to 50 locations. The service also includes school holiday programs for children aged up to 11 years at four locations.

Service achievements

Implementation of the Children's Services Strategy

Actions in the Children's Services Strategy were progressed with highlights including:

- Delivering a program collaboratively with a centre and elder care service including Dee Why Gardens Retirement Village and Hardi Aged Care in Seaforth.
- Developing a business case for a new Council-run centre in the upper Northern Beaches and/or Frenchs Forest.
- Empowering and supporting educators to feel confident in articulating Council's early learning approach with continuous learning encouraged for all educators.

National Quality Framework

Family Day Care, Cromer Vacation Care and Brookvale Children's Centre received an 'Exceeding' rating under the National Quality Framework. Belrose and Roundhouse Children's Centres all submitted their self assessment in preparation for the assessment and rating visits conducted by NSW Department of Education.

The service took part in the Early Start Pilot Study (with the University of Wollongong) testing an online support tool for ways to improve nutrition and physical activity practices.

Environment commitment

Belrose Children's Centre worm farms and compost systems were audited as part of the 2023 School Waste Reduction Support Program in collaboration with Kimbriki - ECO House.

Narrabeen Children's Centre children's program was enhanced with an incursion for children by Pollution Solutions, who provided awareness of the need to care and protect our environment. The Centre also underwent an assessment of energy sources with a view to minimising use of gas in line with Council's sustainability goals.

Narrabeen Children's Centre children took excursions to the Mind Café in Narrabeen where they were able to collect coffee grounds as part of an environmentally aware care for the Earth campaign.

Narrabeen Children's Centre children also experienced African music with Shekere-Kindy who along with sharing his music, included stories about sustainability.

Community connections

Our quality services are made possible and maintained by the strong connections and partnerships within our community and families. The range of activities undertaken this year were extensive and varied and are detailed below.

- Participation in National Simultaneous Storytime where a picture book is read simultaneously in libraries, schools and pre-schools.
- A Special Friends afternoon tea in celebration of all mothers provided a forum for the educators and families to meet each other and form connections.
- Transition to school information evenings to share insights and strategies for the best outcomes for children being prepared for school.
- The early learning centres participated in the NSW Health initiative of free vision screening for four-year-old children.
- Council continued liaising with multiple agencies to support 91 children with additional needs enrolled across our services.
- Harbour View and Narrabeen Children's Centre invited their local fire brigade to visit enabling interaction with the truck, use of the fire hose and awareness of the danger of fire.
- Narrabeen Children's Centre held its annual Schoolies Return with approximately 20 families returning to catch up and continue friendships made at the centre.
- The Roundhouse Children's Centre had visits from Healthy Harold who discussed personal safety and the Taronga Zoomobile, where the children could engage and learn more about animals.
- Educators and parents attended an anti bias presentation by Alistair Gibbs on topics which included indigenous bias, gender bias, racial and cultural Bias.
- Narrabeen Children's Centre Pre-school Educators implemented a Spanish program reflecting both users and educators cultural background, supporting a "polylingual" approach.
- Manly Community Pre-school joined Camp Quality's Giggle Day to support children facing cancer. This project included writing and sharing jokes, riddles and rhymes throughout June to raise funds for Camp Quality.



Performance

| Performance measures | Target | Result 2023 | |
|--|--------|-------------|---|
| Number of additional needs and diverse socio-disadvantaged children enrolled in childcare services | 60 | 91 | ✓ |
| Childcare services that meet/exceed standard for National Quality Framework | 100% | 100% | ✓ |
| Parent satisfaction with Children's Services | 80% | 94% | ✓ |

 Achieved target
  Target not achieved

Operational projects

On Schedule

G8 G11 Implement the Children's Services Strategy
G12

Capital projects

Completed

Childcare buildings

G8 G11 Children's centres works program



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good Governance

Partnership and participation

Supporting CSP goals

- G8
- G9
- G10
- G11
- G12
- G22

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

We work to support and strengthen communities and the social and cultural sectors through the facilitation of programs and services that build

the capacity of the community, with a focus on priority populations that include older people, people living with disability and young people.

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

Service achievements

Socially sustainable Northern Beaches

The Better Together Leadership Group met throughout the year to focus on The Better Together 2040 Social Sustainability Strategy, which is now in its second year of implementation. A Better Together Forum was held in October 2022 with more than 50 representatives meeting to discuss the impacts on social sustainability on the Northern Beaches.

Work is now underway to deliver a Multicultural Inclusion Plan – Championing Diversity, with the first round of stakeholder engagement undertaken and draft plan development in progress.

Community Safety

The Community Safety Plan 2021 – 2026 continued throughout the year resulting in the following outcomes:

- the re-establishment of alcohol free zones and workshops for local service providers as part of the Local Drug and Alcohol Team (LDAT)
- the establishment of a Youth Outreach Working Group and a Sexual Assault Working Group
- a Northern Beaches LGBTQIA+ Working Group to identify strategies and actions to make the Northern Beaches a safer, inclusive and more welcoming place for all.

Empowering young people and families

The Youth Voice Action Plan 2028 – Shaping the Beaches Future was adopted in April 2023, setting a path for improving the lives of young people over the next five years across four directions - Connection and Resilience, Belonging and Safety, Skills and Knowledge and For Youth By Youth.

Council continues to develop the skills and capacity of young people through coordination of the Youth Advisory Group (YAG) that worked with the Beaches Leadership Team to host the second annual Have Your Say Day at Glen St Theatre.

The Adolescent and Family Counselling Service provided over 800 free client counselling sessions to young people and their families. The service also hosted parenting programs and a youth social club.

Council coordinated a variety of events in collaboration with local groups and services for National Youth Week, including celebrating the 20th year of the Northern Composure Band Competition along with forums on sexual and gender diversity and teen disengagement.

Community Development

The 2022/23 Community Development Grants were endorsed, providing support to 22 local groups and services to deliver initiatives. The It Takes a Village program continued to grow with 27 Meet Your Neighbour parties in local streets across the Northern Beaches.

Council completed a three-year funded project by the NSW Ministry of Health to provide targeted suicide prevention community gatekeeper training to over 1,000 community members including young people, men, seniors and emergency services.

Council worked with several Northern Beaches inter agencies to improve access to information and services relating to Mental Health Month, International Day for People with Disability and a memorial service for the International Day for the Elimination of Violence against Women. Council also coordinated a Harmony Day celebration with diverse cultures represented on the day.

Supporting seniors

Meals on Wheels delivered over 20,000 meals to older people in the community to enable them to live at home for longer and prevent social isolation. This included more than 680 community lunches and social outing meals.

Over 70 programmed activities were coordinated throughout the Northern Beaches for the Seniors Festival, in collaboration with local groups and services including the development of a new Dementia Friendly Organisation Action Plan for 2023–2024 and Culturally Inclusive Service Delivery training to 52 local aged care service providers.

Valuing volunteers

Over 2,200 volunteers actively supported the Northern Beaches community this year assisting Council teams such as Bushcare, Community Gardens, Cemeteries, Libraries, Meals on Wheels, Manly Art Gallery & Museum, Manly Environment Centre, Manly Visitor Information Centre and the Aboriginal Heritage Office.

Volunteers were recognised for their ongoing commitment to the community at events coordinated for International Day of the Volunteer in December and National Volunteer Week in May. The annual Australia Day Awards program recognised the achievements of the Citizen of the Year, Young Citizen of the Year, Senior Citizen of the Year, Sports person of the Year, Community Event of the Year, and 10 Outstanding Community Service Awards.

A volunteer management system, Be Collective, was developed and launched in June to further improve the volunteer experience and support the effective and efficient delivery of volunteering programs.

Arts and culture

Creative Open 2022, attracted over 9,000 visitors across 80 art, music, and design experiences at over 50 venues.

Avalon Creative Space, Curl Curl Creative Space and Mona Vale Creative Studios and Gallery collaboratively hosted 25 exhibitions and 112 workshops and events, welcoming 12,524 attendees throughout the year.

The Northern Beaches Studios and Eramboo Artist in Residence supported 20 artists and the Weaving Bridges program continued to engage the local community in First Nations culture and storytelling.

The Arts and Creativity Grants provided funding to support 16 local projects and the inaugural Emerging Curators program was awarded to local Noongar creative, Jodie Dowd.

The second Environmental Art and Design Prize featured 212 artists and designers whose works were selected for exhibition across three of our Northern Beaches cultural venues.

The Manly Art Gallery & Museum presented the work of 251 artists across a suite of exhibitions and the Environmental Art & Design Prize, with over 23,834 people visiting the Gallery.

The Aboriginal Art and Storytelling project, featuring artwork by Frances Belle Parker, was delivered across three sites and a new artwork by local artist Leesa Knights was delivered at Long Reef Surf Life Saving Club.

Glen Street Theatre

Glen Street Theatre staged 350 events for over 65,000 audience members with programming expanded to include a broader range of content, particularly in live music.

This year saw the ongoing strengthening of Glen Street Theatre membership and an increase in third-party offers. This provided members with discounts and special offers to a broader range of cultural products outside of Glen Street Theatre, including Night at The Barracks at North Head, Swan Lake at the International Convention Centre and Come From Away at Theatre Royal.

Glen Street Theatre was invited by the national peak body PAC Australia to present at the national training program for emerging presenters as leaders in programming in a local government environment.

Community centres

Over a million people attended community centres across the Northern Beaches local government area. Key improvements included an upgrade to the booking and information systems such as enhanced online information and enquiry functions, website virtual tours and QR codes for each of the centres.

In April 2023, Council in conjunction with the Department of Education and Mona Vale Public School, delivered the newly completed Mona Vale Performance Space. This state-of-the-art multifaceted facility is suitable for theatre, dance, speech nights, author talks, music, drama and other performing arts activities.

Performance

| Performance measures | Target | Result 2023 | |
|---|-----------|-------------|---|
| Number of volunteers who actively participate in ongoing Council programs | 1,500 | 2,233 | ✓ |
| Community centres: Number of people attending | 1,000,000 | 1,034,284 | ✓ |
| Community centres: hirer satisfaction (mean score of hirer's survey out of 5) | 4.00 | 4.36 | ✓ |
| Number of meal services | 18,000 | 20,190 | ✓ |
| Number of sessions for youth and family counselling | 800 | 829 | ✓ |
| Number of people attending community development activities | 17,300 | 9,629* | ✗ |
| Number of people attending arts and culture events/performances | 123,400 | 101,408** | ✗ |
| Number of networks and partnerships with community groups/organisations | 15 | 31 | ✓ |

✓ Achieved target
 ✗ Target not achieved

* This year the service evolved to be more strategic and targeted, with less events. There was more focus on establishing new working groups on sexual assault, LGBTQIA+, youth outreach and a PCYC committee.

** While audience numbers have grown post-pandemic, demand is contained as the rising cost of living is affecting discretionary spend by the community, for ticketed live performances.

Workload measure

Result 2023

Number of information and referral enquiries

449

Operational projects

Completed

G12 G22 Deliver the Performance Space at Mona Vale Public School with the State Government

G8 G9 Implement Gatekeeper training program for suicide prevention

G7 G8 G9 Develop Youth Voice – shaping the Beaches' future

On Schedule

G11 G12 G7 Plan for an integrated community and cultural hub at Mona Vale

G7 G9 Implement the Coast Walk Public Art Strategic Plan

G7 G8 G9 Implement Better Together 2040 Social Sustainability Strategy and develop supporting action plans to address community priorities

G7 G8 G9 Develop a Multicultural Access and Equity Plan

G7 G8 G9 Implement actions from the Disability Inclusion Action Plan

Not Progressing

G7 G8 G9 Develop a mental health discussion paper. This project will not be proceeding, as mental health challenges are being addressed by other significant work already undertaken by Council and in partnership with other organisations.

Capital projects

Completed

Art works

G10 Gallery Artwork Purchases

G10 Theo Batten bequest purchases

Cultural improvements

G10 Glen Street Theatre renewal works

G10 Coast Walk - Aboriginal art and signage

Community centre improvements

G9 Community buildings works program

Cultural improvements

G10 Coast Walk - art trail

G12 Creative Arts Space - Mona Vale design works

Behind Schedule

G7 G12 Warriewood Valley community centre new works. This experienced some delays as further reviews were required before releasing the tender to the market. Outcome of the tender was presented to the June Council meeting. Negotiations with two potential contractors are in progress.

G12 Community centres minor works program - Improvements at Ted Blackwood Community Centre at Warriewood include lighting, cabling and storeroom. Structural repairs are now in progress following delays awaiting structural and geotechnical engineer advice on remediation options. Other works were completed at Manly Art Gallery and the Tramshed Arts and Community Centre in Narrabeen.



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G8
- G9
- G12
- G18
- G22

Northern Beaches Council operates one of the largest, well-used and respected public library services in NSW. The library network has six physical branch libraries across the Northern Beaches – Manly, Warringah Mall (Brookvale), Dee Why, Forestville, Glen Street (Belrose) and Mona Vale. Offering an extensive range of collections, events and services, the libraries support learning, creativity, digital inclusion, community wellbeing and resilience.

A unique aspect of the Northern Beaches library service is the support it provides to predominantly volunteer-led and managed community library services in Avalon, Terrey Hills, Seaforth and Freshwater, and to the Booklovers Club. Community Libraries are valued social and community assets, providing engaging opportunities for volunteering and contributing to community connectedness, social inclusion and resilience.

Service achievements

Valued Social Institutions

The Northern Beaches community visited their local libraries more than 792,400 times during the year. There were 65,000 active library members who regularly borrowed items, attended programs and events, volunteered, or browsed our local history portal 'History Hub'. Over 532 of our community members received a tailored home library service, with our volunteers delivering more than 25,600 items, providing valuable recreational and education material to those in our community unable to visit our libraries.

Community members borrowed more than 1.3 million items which was an increase of 20% from the previous year. Physical collections continue to be most popular with 971,500 loans and loans of eBooks, eAudiobooks and eMagazines at 358,400, demonstrating a continued interest in the digital format.

Draft Library Strategic Plan 2023-2028

The draft Library Strategic Plan 2023-2028 'Safe, Inclusive, Connected' sets a clear vision for the future of public library services on the Northern Beaches and provides clear directions for the development and delivery of community focussed services.

The focus over the next five years will be to reinforce the strength of the service, strive for innovation and continue to push the boundaries of what it means to be a modern library.

Experience – Explore and Engage

The 12 month period saw a concerted effort to re-ignite the event and programming calendar with libraries holding more than 1,890 programs or events including regular daily story time and rhyme time sessions, to new events such as World Pride, Seniors Festival and National Reconciliation Week.

The Young Writers Competition and the biennial Artists Book Awards continue to find enthusiastic participants, while local history talks continue to find popularity as has the re-introduction of Family History Fridays.

A new series of programs have also been introduced for after school activities including STEM (Science, Technology, Engineering, Maths) corner and the Little Bang Discovery Club. Regular programs for adults have also been introduced including Courtyard Connect, Cryptic Crosswords and Tech Help drop ins.

Connection – Belonging and Pride

In 2023, the very first Tibetan Language collection in an Australian public library was launched at Dee Why Library with celebration of Tibetan language, food and culture.

The Open Mic night series also commenced at Manly Library, providing opportunities for community expression and storytelling.

Our local studies team continues to focus on the preservation of our rich collections, with over 1,760 items digitised this year and a total 28,831 items accessible on the online History Hub portal.

Together – Partnerships and Collaboration

Our volunteers continue to take an invaluable role in the delivery of library services with 154 volunteers providing support to operate our Justice of the Peace service, Tech Help, Home Library service deliveries and Family History Fridays.

Predominantly volunteer-led and managed community library services in Avalon, Terrey Hills, Seaforth and Freshwater continue to provide valuable library services and contribute to social inclusion and wellbeing.

Ongoing partnerships with Dementia Australia have led to a suite of improvements and initiatives across branches after audits were conducted at all sites as Library Services continues to work towards dementia-friendly accreditation.

Commencing in 2023, a new partnership with Early Ed Cubby House Toy Library has provided the opportunity for a 12-month trial of a Toy Library service at Manly and Mona Vale Libraries.

Leadership – Excellence and Innovation

Northern Beaches Libraries continues to invest in and drive innovation for the benefit of our community. A key example of this is the official launch of Forestville Library 24/7 access in March 2023. It is one of only a handful of 24/7 public libraries in Australia and the first metropolitan library in NSW. More than 1,200 members have signed up for 24/7 access with 6,150 visits to the Forestville Library, out of standard hours, since the service officially started.

Throughout the year there have been some minor refurbishment upgrades at Glen Street Library, freeing up space for growing story time sessions and HSC study support. Dee Why Library was also refreshed with new shelving and layouts for improved borrowing opportunities.

Digital innovation continues to drive service delivery and our Northern Beaches Library app remains popular with more than 43,500 visits in the last twelve months. The library app allows you to access your library anywhere and at any time.



Performance

| Performance measures | Target | Result 2023 | |
|---|---------|-------------|---|
| Number of library programs and activities | 1,600 | 1,891 | ✓ |
| Number of physical visits to libraries | 700,000 | 792,413 | ✓ |
| Annual growth in e-loans | 20% | -3%* | ✗ |
| Satisfaction with library programs | 80% | 96% | ✓ |
| Satisfaction with Home Library Service | 80% | 99% | ✓ |

* decrease

✓ Achieved target ✗ Target not achieved

* COVID restrictions from 2020 led to rapid growth in e-loans over 2 years, which has since plateaued. While this year there have been increased loans for e-books and e-audiobooks, this was offset by a larger decrease in e-magazine loans.

Operational projects

Completed

G12 Review and implement opportunities for 24/7 access to the physical library space

On Schedule

G7 G9 G12 Develop a library strategy

G9 Achieve dementia friendly accreditation across appropriate library services

Capital Projects

Completed

Library upgrades

G9 Library Bookstock

G9 Mona Vale Library - upgrades and new works

Community Space and Learning

G7 G12 Library local priority grant purchases

G9 Library books - replacement

On Schedule

Library upgrades

G9 Library buildings works program



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G6
- G8
- G16
- G17
- G22

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

Service achievements

Restoring our tidal pools and wharves

Council manages six operational tidal swimming enclosures across Pittwater and Sydney Harbour. This year Clontarf Pool was fully renewed with demolition of the dilapidated pool and construction of a larger, deeper one. Community consultation and design for the renewal of Paradise Beach Wharf and Tidal Pool is complete. This is scheduled to start construction in April 2024.

All 38 wharves across the area have been assessed to help plan our future maintenance and capital upgrade programs. Mackerel and Currawong Beach wharves have concept plans for improvements including size, accessibility and waste bin enclosures.

Helping you out and about

Need to find a parking space? You can find available spaces on the live Park'nPay app, as parking sensors have been installed in carparks at Shelly Beach, Little Manly Reserve, South Steyne, Sandy Bay Road and North Steyne. We have also started installing parking sensors in all disability accessible parking bays, with funding from NSW Department of Customer Service.

Considering an electric vehicle? Five Ausgrid distribution kiosks have been upgraded to JOLT electric vehicle chargers providing free fast charging for the first 7kWh. These are located in Dowling Street, Freshwater; 21 Oaks Avenue, Dee Why and Darley Street, Forestville and two in the Mona Vale Town Centre. Council is installing 11 additional 7kWh charges in Council administration buildings and depots. The upgrade aims to support the growing number of electric pool vehicles being added to the fleet.

Around 190,000 commuters used the Hop Skip Jump buses this year, across four services Monday to Friday and two services on weekends. This service links Seaforth, Balgowlah Heights, Clontarf, Manly Vale, Fairlight, Manly and Fairy Bower.

Our team of Public Place Officers have been active across town centres and villages keeping them safe, attending to trip hazard and barricades and lodging action requests on graffiti, shopping trolleys and other visual pollution. They also inspect every road across the Northern Beaches once a year, and daily inspections of public places such as commercial centres, parks, reserves, beaches and local streets to ensure these locations are clean and safe for residents and visitors. With regular major Council events such as Anzac Day, Taste of Manly, pro-surfing competitions and fun runs, we ensure that areas are safe and ready to welcome participants to enjoy their event.

Improving safety and skills

Council installed three new 3D pedestrian crossings in high traffic areas of Manly over the summer, the first such trial in NSW. The new crossings are at the intersection of South Steyne Road and Wentworth Streets and South Steyne Road near Victoria Parade. They create an optical illusion, appearing to rise up from the pavement, so the trial will consider their effectiveness in slowing motorists. If successful, they may be used in other hot spots for high pedestrian and vehicle traffic.

The Australian Government's Black Spot Program funded an upgrade of Gladstone and Bishop Streets in Newport to improve pedestrian and cyclist safety and reduce speeds.

The Avalon Streets as Shared Spaces project has been completed, providing a safer space for people to shop and relax. It included widening footpaths and enhancing outdoor dining areas, moving pedestrian crossings, installing planter boxes and seating and installing shade structures with charging stations.

Council has continued to implement traffic management works to reinforce the Manly 30km/h high pedestrian activity zone. Additional raised pedestrian crossings have been added on North Steyne, Wentworth Street and West Esplanade and median islands and 30km/h road marking 'patches' have been introduced to reinforce the lower speed environment and enhance pedestrian safety.

Road safety projects around local schools received \$8.4 million from the Federal Stimulus School Zone Infrastructure Program. This includes raised pedestrian crossings, safe walking and cycling connections and other safety improvements around schools such as Barrenjoey High and Seaforth Public School. We also engaged with all 80 schools in our area on road safety needs, behavioural issues and education, with an intensive audit at three schools.

Other highlights of road safety education include:

- free child car restraint checks for 269 families, ensuring the safety of 429 children as the checks found that 85% of seats needed adjustment
- bicycle safety workshops helped riders gain more confidence in riding and Council is collaborating with local police on e-bike and e-scooter safety
- 218 people trained as supervisors of learner drivers through the 'Driving off to a good start' online workshops. This education is vital to reducing accidents, as recent crash data found that drivers aged 17- 20 were involved in 26% of speeding accidents on the Northern Beaches.

Council also has a special role to help equip the Tibetan community of over 2,000 people, the largest Tibetan community in Australia. An interpreter assisted at a tailored workshop and education materials are being translated for programs such as child car restraints and supervisor of learner drivers.

Improving road conditions

Of the 844km of local roads that Council manages, over 10km were resurfaced across 40 streets. Major reconstruction included part of Pittwater Road, Church Point; Kevin Avenue, Avalon Beach; Ethel Street, Seaforth; and Myoora Road, Terrey Hills.

- Around two kilometres were treated with a new sustainable treatment called 'microsurfacing', a cost effective and low carbon alternative to conventional hot surfacing treatments. Other works completed included a raised pedestrian crossing on Cliff Street, Manly, an indented parking bay on Woorarra Avenue, Elanora Heights, a roundabout at the intersection of Ernest Street and Condamine Street, Balgowlah and introduction of landscaped kerb blisters in Herbert Street, Manly.
- Design work has been completed for road safety improvements to reduce crashes at Fisher Road and Lismore Avenue, Dee Why and Carawa Road and Alfred Street, Cromer. Works will start next year.

Expanding our active travel network

Pedestrian safety and connectivity are key outcomes of works on footpaths and kerb ramps, with 26 new footpaths completed this year across 6.2km. This has improved active travel options and connections to local destinations, public transport and schools.

Council is working hard to improve access for the elderly, frail and others in our community who use wheelchairs, walking frames and small-wheeled mobility vehicles. This includes improvements to:

- kerbs and ramps at 27 locations, including a pilot project to remove the invert 'dip' at 14 ramps
- three kilometres of new and renewed road kerb and gutters, improving drainage and safety
- 11 bus stops with changes such as new boarding slabs, steps and waiting seats for bus patrons

Council has also advanced shared paths and cycleways with works at:

- Abbott Road, Curl Curl
- Addiscombe Road, Manly Vale, also including a pedestrian and bike rider crossing in Kenneth Road
- separated cycleway project linking Freshwater Village to Curl Curl, with major work anticipated to commence in early October 2023

Restoring storm damage and drainage hazards

Following the storm disaster in March 2023, Council has been addressing many landslips and stormwater issues. This has included stabilising sites; liaising with TfNSW for funding, design and approval of solutions; as well as managing stakeholders and disputes. Our engineers continue to manage around 40 landslip remediation projects and submit applications to TfNSW for further Natural Disaster grant funding.

Priority works have also been completed to address stormwater issues affecting local residents:

- works to prevent stormwater flowing from the road into the lower properties in Loquat Valley Road, Bayview; Myola Road, Newport and Old Sydney Road, Seaforth
- works in St Andrews Gate Road, Elanora Heights to address stormwater, pedestrian and road safety issues adjacent the village. This involved the construction of 200m of kerb and gutter, footpath, stormwater pits and asphalt re-sheeting of the road
- works on 300m of road adjacent to Catherine Park on Scotland Island. Previously unsealed with minimal drainage, the drainage was improved and the road base was reconstructed and sealed.

These projects have received positive feedback from their local communities.

Performance

| Performance measures | Target | Result 2023 | |
|---|--------|-------------|---|
| Number of community road safety events and sessions held | 24 | 30 | ✓ |
| Length of road pavement resheeted to address pavement condition (km) | 10.0 | 10.6 | ✓ |
| Condition of local roads (average pavement condition: % rated very good to satisfactory) | 90% | 94% | ✓ |
| Growth in active travel network - new works (km) - footpaths, shared path and bike paths | 9.3 | 9.1* | ✗ |
| Length of active travel assets renewals completed (km) - footpaths, shared path and bike paths | 3.0 | 2.1** | ✗ |

✓ Achieved target
 ✗ Target not achieved

* The result was close to target, with 24 new footpaths and three shared paths completed. Progress on an active travel corridor along the water supply pipeline has stalled, awaiting Sydney Water approvals for this shared pathway

** Various site and supply constraints prevented the target from being met. Additional works on Barrenjoey Road, Avalon have been being rolled into 2023/24 and are in progress.

Operational projects**On Schedule**

| | |
|--------------------|--|
| G16 G17 G22 | Develop transport plans to support the Transport Strategy |
| G16 G17 G22 | Implement transport plans which support the Transport Strategy |
| G17 | Implement the Walking Plan and Pedestrian Access and Mobility Plans |
| G17 | Plan parking technology and infrastructure across the Northern Beaches |

Capital projects**Completed****Active travel - cycleways and footpaths**

| | |
|------------|--|
| G17 | Bike plan implementation - new works |
| G16 | Church Point Masterplan boardwalk extension |
| G17 | Narrabeen Lagoon pedestrian and cycle bridge |
| G16 | Active Transport Corridor Project |
| G17 | Streets as Shared Spaces: Avalon |

Road and related infrastructure upgrades

| | |
|------------|---|
| G17 | Scotland Island roads and drainage improvements |
| G16 | Kerb and gutter renewal works |

Wharf Upgrades

| | |
|------------|---------------------------------------|
| G17 | Church Point commuter wharf expansion |
| G16 | Carol's Wharf renewal works |
| G16 | Bells Wharf renewal works |

On Schedule**Active travel - cycleways and footpaths**

| | |
|------------|---|
| G16 | Footpath new |
| G16 | Triangle Park north - Dee Why Town Centre |

Roads and related infrastructure upgrades

| | |
|------------|--|
| G17 | New traffic facilities |
| G16 | Accelerated traffic facility delivery |
| G17 | Kerb and gutter new |
| G17 | Church Point - new infrastructure |
| G17 | Warriewood Valley - traffic and transport infrastructure |
| G16 | Bridge renewal works |
| G16 | Road resheeting program |
| G16 | Bus stop renewal |
| G16 | Retaining wall renewal works |

On Schedule**Car parks and parking stations**

G16 Smart parking infrastructure project

G16 Carpark renewal works

G16 Multi storey carparks renewal works

Wharf upgrades

G16 Wharves works program

Plant and fleet

G16 Major plant renewal

G16 Light fleet renewal

Behind Schedule**Active travel - cycleways and footpaths**

G16 Footpath renewal works - Program slightly behind schedule due to contractor availability.

G16 Connecting Communities - footpaths program - Planning and investigations for the Newport to Avalon and Whale Beach Road sections of the Coast Walk are ongoing. Some delays resulted from the program of work exceeding the budget, leading to more time to re-scope the works, seek further funding and brief Councillors.

G16 Connecting Communities cycleways program - Meetings have been held with resident associations, and further community consultation is planned for mid 2023. Some delays resulted from the program of work exceeding the budget, leading to more time to re-scope the works, seek further funding and brief Councillors.

G16 Fern Creek bridge and shared paths, Warriewood - It is anticipated the bridge structure will be installed in late July/early August with works completed by early September.

G16 G17 Queenscliff Headland access ramp - Council has been unable to procure a suitable contractor to construct the works. Negotiations with potential contractors are in progress.

G16 G17 Dee Why Beach secure bike storage - This project is behind schedule due to a challenging location with multiple conflicting complexities. Design work is still ongoing, and project will be delivered in the 2023/24.

Road and related infrastructure upgrades

G17 Safer Schools infrastructure - Construction has been paused to allow a further round of community engagement with residents in Curl Curl. Funding is still confirmed for the project and a project extension has been granted by TfNSW.





● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G8
- G10
- G11
- G13
- G15
- G21

Supporting the vibrancy and success of 74 village and town centres and celebrating all facets of the community with a variety of events and festivals, and engaging with our community through the provision of information.

Our local businesses are supported by a Business Concierge Service and through strong partnerships with local business chambers. We promote the Northern Beaches as an exciting visitor destination and deliver effective and engaging visitor services.

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

Service achievements

Business Support Service

Council continued to run the Business Support Service which provides a one-stop-shop for businesses to help them navigate Council processes for starting or growing a business on the Northern Beaches.

Northern Beaches Economic Development Strategy

Council developed its first Economic Development Strategy - Business on the Beaches. It sets the directions to help local businesses recover from the impact of COVID and plan for a more sustainable and resilient economy in the future. Together with the business community and government agencies, the strategy aims to create the conditions for new businesses, nurture innovation, revitalise town centres and help businesses transition to a low carbon economy.

Following the resolution at the 13 December 2022 Council meeting to exhibit the draft Northern Beaches Economic Development Strategy, consultation on the draft strategy commenced on 30 January for 8 weeks until the 26 March. There were 23 submissions from the consultation, and a final strategy has been prepared reflecting this feedback for adoption by Council.

Activating local places

Council continued to support the activation of local spaces through a variety of initiatives across the Northern Beaches. Over the last 12 months, key activations have included:

- Wine and Dine in Killarney Heights encouraging locals to support cafes and restaurants in evening

- Newport Spring Festival – Fun-filled activities for the community including a live mural artwork installation
- Forestville Spring Festival - Children's entertainment, music, specials from local restaurants and cafes
- Festive Freshie in partnership with Freshwater Inc. provided live music and children's entertainment
- Australia Day – Music and roving entertainment at Manly, Collaroy and Dee Why Beach
- Midday Mix at Meriton in Dee Why provided music and entertainment to the plaza
- Partnering with Manly Business Chamber on a one-day health and wellness event at Manly beachfront with live fitness demonstrations and classes, panel discussions, health seminars and interactive stalls
- Manly Family Fun Fest - Family event held on the Corso and Sydney Road Manly.
- Manly Street Sale - Inviting local businesses to display their products on The Corso, along with petting farm and live music

Council supported the landmark Sydney WorldPride 2023 event in February, through the commissioning of two artworks in Manly and delivered a series of Halloween and Easter trails, as well as Best Dressed Christmas Window display competition.

Events for everyone

Council delivered over 50 events this year and supported a further 29 through our Event Grants and Sponsorship Program.

We returned to a full program of citizenship ceremonies with 1,617 people becoming citizens and delivered commemorations for Remembrance Day, Vietnam Veterans' Day, Battle for Australia Day and ANZAC Day that saw over 7,000 people attending.

We hosted several events in January, including Aboriginal Heritage Walks, a Food Truck Party, Australian Made Markets and Australia Day Pool Parties.

Council hosted family events including live interactive shows at two Picnic in the Park activities, two Open Air Cinema events and two ever popular Christmas events, the Choral Concert at Manly and Christmas by the Beach at Dee Why.

More than 25,000 people gathered on our shores and reserves to welcome in the New Year, while thousands of people came through the gates at Taste of Manly in May boosting overall visitor spending throughout Manly that weekend.

Manly Jazz returned in full swing over three days and four stages, with more than 70 artists performing for crowds of more than 20,000.

The Sun Run saw a record number of participants since Council took over the running of the event, and the third highest in the event's history. Over \$110,000 was raised for charities across NSW including Wheelchair Sports NSW/ACT.

International Women's Day 2023 saw another sell out breakfast event and a Women's Day Market with over 50 stallholders representing local women creators.

We delivered three major partnership events, including New South Wales Surf Life Saving (SLSNSW) State Championships, World Surf League (WSL) Sydney Surf Pro and Night at The Barracks. All events driving increased attendance and economic benefit to the region.


Community engagement

Community engagement strengthens the links between Council and the community, enabling the elected Council to be informed and responsive to the concerns and aspirations of our local community. The new Community Engagement Policy and Community Engagement Strategy were adopted by Council on 22 November 2022 providing a clear framework for how we will engage and promote community participation in project delivery. Through the engagement we attracted 162,870 unique visitors to the Your Say website, with 242,540 Your Say website visits, and 30% of traffic active on the site for at least one minute.



Performance

| Performance measures | Target | Result 2023 | |
|---|--------|-------------|---|
| Decisions on all Council project engagements are communicated to the community within 30 days | 85% | 100% | ✓ |
| Satisfaction with Council's key community events | 80% | 91% | ✓ |
| Satisfaction with Council's business events | 80% | N/A* | |

 Achieved target
  Target not achieved

* NSW Small Business Month is a joint annual program, and while a post-event survey was conducted, it is not able to provide a separate result for Council's contribution

Operational projects

Completed

G15 Implement the Northern Beaches Destination Management Plan

On Schedule

G13 G14 Develop and implement an economic development strategy
G15

Capital projects

Completed

Town and village centre activations

G12 Avalon Place Plan implementation



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals



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

Service achievements

Facilities

Improvements to facilities completed in 2022/23 include:

- North Steyne Surf Club - ladies public amenities and beach change rooms
- Balgowlah Bowling Club - installation of sound barrier fence
- Cromer, Civic and Balgowlah depots – rainwater tank upgrades
- Collaroy Surf Club – external painting of building
- Manly Library – installation of public defibrillator
- Rural Fire Service Terrey Hills Headquarters – upgrade of fire service
- Scotland Island Kindergarten - bathroom and kitchen upgrade/renovation
- Solar system inspections/assessment across a range of Council sites
- Various building lighting upgrades
- Stony Range Cottage refurbishment
- New cleaning and hygiene contracts making improvements to the cleaning regime, including the addition of day time cleans.

Currawong

Upgrades to a further four cabins and remedial works to two cabins were completed in time for the busy Christmas 2022 holiday period. All nine cabins have now been improved over the past two years.

Sydney Lakeside Holiday Park

Several cabins have been upgraded to improve the visitor experience at the site. The boom gates were also upgraded.

South Narrabeen Surf Club training room

The new training room addition to the South Narrabeen SLSC has been completed and is proving to be a popular space for the club activities.

Marine Rescue, Rowland Reserve

A new purpose-designed base for the highly valued and life-saving service that Marine Rescue provides was opened in March 2023. The building, which has been designed for water, energy and thermal efficiency, replaces the existing demountable building that had come to the end of its useful life. The project was funded by both Council and State Government and will provide a fantastic base of operations for Marine Rescue for years to come.

Porters Reserve sports amenity, Newport

A new amenity building, and kiosk was completed at Porters Reserve in Newport. The reserve is home to Newport Breakers Rugby Club and Newport Junior Rugby Club. The focus of the new amenities building is a female change room with toilets and showers, a first aid room, accessible amenities, canteen and balcony area.

Long Reef Surf Club

The new Long Reef Surf Life Saving Club building was officially opened in February 2023. The beautifully designed facility includes a new clubhouse, associated storage, training and gym spaces, along with the public amenities, kiosk and a Council lifeguard space. The buildings sit around a central courtyard with the entire precinct designed to sit respectfully into the natural environment, earning a national landscaping award.

Duffys Forest Rural Fire Service

Council, in partnership with the Rural Fire Service, constructed a new modern fit-for-purpose building designed to better house the growing number of brigade members which includes a multi-function room, kitchen, cleaning area, utility room, accessible bathroom facilities and media room. There is parking for up to four fire trucks and 10 vehicle parking spaces added outside the station.

Forestville public amenities

The new modern fit-for-purpose facilities include an accessible toilet and an ambulant toilet, doubling the capacity of the previous building. Bike racks and a water bottle refill station were also installed.

Future of the North Manly recreation space

In August 2022, Council endorsed a proposal to enter a Public Private Partnership with the Manly Warringah Gymnastics Club (MWGC) to transform the former North Manly Bowling Club site (corner of Kentwell and Pittwater Roads) into a 3,000sqm indoor gymnastics centre. The MWGC will submit a development application for assessment.

Mona Vale Surf Life Saving Club and public amenities

The impressive new surf club on the edge of Mona Vale Beach was completed in 2022. Set over two levels, the purpose-built clubhouse is designed to withstand the harsh coastal environment, including solar panels and rainwater tanks to minimise its environmental footprint. The venue provides a base for the 1,300 club members and offers community venue space that anyone can hire. The facilities are family-friendly and accessible with a new café, first aid room, nippers facilities and storage.

Mona Vale Surf Club restaurant and cafe

Two new food and beverage establishments opened before Christmas in Council's newly built Mona Vale Surf Life Saving Club. The Basin Dining Room has had fantastic reviews since opening in late November, while The Brightside Cafe opened on Christmas day to serve great coffee and food.

Aquatic centres

The facilities had a combined attendance of 896,415, made up of 283,730 at Warringah Aquatic Centre and 612,685 at Manly Andrew Boy Charlton (MABC). This is the highest combined attendances since opening. Warringah Aquatic Centre successfully maintained swim school numbers and hosted 48 swimming carnivals. While MABC Aquatic Centre significantly increased swim school numbers and gym memberships to its highest level to date.



Performance

| Performance measures | Target | Result 2023 | |
|---|---------|-------------|---|
| Availability of Council buildings: % available for use by the community (not programmed for maintenance/ upgrade) | 100% | 99.8%* | ✘ |
| Total visitation to swim centres (Manly and Warringah aquatic centres) | 842,840 | 896,415 | ✔ |
| Learn to swim attendance (Manly and Warringah aquatic Centres) | 90,400 | 129,469 | ✔ |

✔ Achieved target ✘ Target not achieved

*Sailing club building in Jamieson Park is unavailable due to a fire in 2021 with the insurance claim not yet been paid.

Operational projects

Completed

G12 G15 Currawong Cottages and surrounds - refurbishment, modernisation and environmental works

On Schedule

G12 Focused improvement of Surf Life Saving Club facilities

G9 G12 Implement priority accessibility improvements to property assets

G11 G12 Continue to improve the provision and cleanliness of public amenities

G19 Implement the Northern Beaches Property Management Framework and associated actions

Behind Schedule

G12 Deliver the new Warriewood Valley Community Centre - this experienced some delays as further reviews were required before releasing the tender to the market. The tender was presented to the June Council meeting and negotiations with two potential contractors are in progress.

Capital projects

Completed

Emergency buildings program

G2 Terrey Hills Emergency Services Headquarters

G8 Duffys Forest Rural Fire Station new works

G8 Marine Rescue Broken Bay building

G2 G8 Emergency Buildings Works Program

Civic building and compliance works

G12 Currawong Cottages - new cottages, games room and amenities

G5 G12 Beach Buildings Works Program

G5 G9 G12 Building Code of Australia compliance works (BCA)

G5 G12 Sydney Lakeside Holiday Park renewal works

G5 G6 Cromer Depot Improvement Plan works

Public amenities improvements

G9 Forestville Town Centre new amenities

G12 Porters Reserve clubhouse change space, Newport

Aquatic centre improvements

G9 Warringah Aquatic Centre renewal works

G12 Manly Aquatic Centre renewal works

On schedule

Civic building and compliance works

G5 G6 Operational buildings works program

G5 G12 Pittwater Golf Driving Range renewal works

Cemetery Works

G20 Mona Vale Cemetery Works Program

Public amenities improvements

G8 G12 Public Amenities Works Program

Aquatic centre improvements

G12 Warringah Aquatic Centre renewal works

G12 Manly Aquatic Centre renewal works

Behind schedule

Civic building and compliance works

G5 G12 Sport buildings works program - improvements for Pittwater Rugby Park have now been designed but works are rescheduled to later year(s) subject to further funding. Improvements at Boondah Reserve Warriewood are designed but been rescheduled to fund for Frank Gray Reserve amenities upgrade.

G5 G9 Disability access compliance works (DDA) - passenger lift and the construction of accessible amenities are planned at the Avalon Bowling Club. The works are delayed due to the long lead time for the supply of the lift and the works are expected in next financial year.

Cemetery Works

G20 Manly Cemetery Columbarium new works – works were delayed by stonework fabrication and revised shipping dates. Minor delays in concrete works have delayed completion to the first week of July 2023.

Public amenities improvements



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

G19 G20 G21

This service provides secretariat and high-level administrative functions, claims management, in-house legal and advisory services to Council. Sub committees and the Audit, Risk and Improvement Committee are also supported. We deliver the internal audit program and manage complaints about staff behaviour and Council processes.

Service achievements

Internal audit and complaints resolution

Council provided completed audit reports and complaints reports to the Audit Risk and Improvement Committee (ARIC) and presented a revised Internal Audit Charter to the ARIC and Council, which was adopted.

Governance

Council held 11 ordinary meetings and three extraordinary meetings over the financial year. All agendas and minutes were placed online in accordance with the established timeframes. The Audit, Risk and Improvement Committee (ARIC) met five times over 2022/23.

Elections, Councillor Support and Committees

This year Council undertook the election of the Mayor and Deputy Mayor. We also onboarded a new Councillor (Karina Page) following a countback election resulting from the resignation of Councillor Rory Amon.

Council revised its Committee Framework and adopted a new Appointment of Committee Members Policy. It also undertook an expressions of interest process for a vacancy on the Audit, Risk and Improvement Committee.

We entered contractual arrangements with the NSW Electoral Commission in planning for the September 2024 local government elections.

Performance

| Performance measures | Target | Result 2023 | |
|--|--------|-------------|---|
| Enterprise risk registers reviewed and current | 100% | 100% | ✓ |
| Internal audits undertaken in line with the strategic Internal Audit Plan | 80% | 95% | ✓ |
| Compliance with Governance Framework to meet Governance statutory requirements | 100% | 100% | ✓ |

✓ Achieved target
 ✗ Target not achieved

| Workload measures | Result 2023 |
|-----------------------|-------------|
| Number of complaints | 261 |
| Number of compliments | 148 |

Operational projects

Complete

G19 G20 Deliver an effective complaints management and resolution framework

G19 G20 Provide organisational and targeted corruption risk management training

On Schedule

G19 Deliver the Internal Audit program in line with the Internal Audit Strategic Plan



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

G19 G20 G21

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

Service achievements

Calls answered within 30 seconds

The target service level of 80% of calls answered within 30 seconds was exceeded, achieving 85% for the full year. Customers continued to embrace digital offerings, taking advantage of new online applications and payment options enabling resources to re-focus on other projects and process improvement initiatives. There were 5,343 online parking permits issued over the last 12-month period.

Customer Call Satisfaction

Customer satisfaction results for the 2022/23 year was 91.8% obtained via an automated survey offered to customers after each Customer Service phone interaction.

There were 115,117 telephone enquiries resolved on first call, equating to 82%.

This level of customer satisfaction has evolved with a team focus on training, call evaluations and sharing of knowledge from other business units to support customer satisfaction.

Innovation of the year award

Customer Service was awarded winner of the National Local Government Customer Service Network Award for Innovation of the Year for our Customer Activity Tracker (CAT). This was developed in-house by the Customer Service and IT teams. This 'real-time' dashboard helps optimise resourcing and enhance the customer experience by reducing wait times. While the Customer Service Quality Assurance Program submission, has been chosen as a finalist in the category Customer Experience for the NSW Local Government Excellence Awards.

Performance

| Performance measures | Target | Result 2023 | |
|---|---------------|--------------------|---|
| Telephone enquiries resolved on first call | 75% | 82% | ✓ |
| Satisfaction with customer service calls | 85% | 92% | ✓ |
| Satisfaction with customer online requests (on lodgement) | 80% | 87% | ✓ |

✓ Achieved target ✗ Target not achieved

Operational projects

On Schedule

G20 Improve and review the customer portal to enhance accessibility

G20 Enhance the customer experience across the organisation

G20 Develop and implement a consistent feedback approach across all customer contact channels



● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Supporting CSP goals

- G5
- G18
- G19
- G20
- G22

Corporate support services enable the rest of the organisation to deliver effective and efficient services and build capability to be an agile, high performing Council. Ongoing programs include integrated planning and reporting, financial and workforce planning, project management, business excellence,

continuous improvement and service reviews. It also delivers digital, information and communications technology required to operate the Council.

Service achievements

Securing grants for community infrastructure and programs

Council secured \$26.4m in grants for high priority projects, with \$24.8m in NSW Government funding and \$1.6m from the Australian Federal Government. Most funding was for infrastructure projects such as:

- local road repairs across the region and five Black Spot road safety projects
- walking and cycling projects in Queenscliff, Mona Vale, North Avalon, and Manly Vale, and new footpaths in Mona Vale town centre
- upgrade of Warringah Recreation Centre and sporting facilities upgrades and/or lighting at Pittwater Rugby Park, Frank Gray Oval, Abbott Road sportsground, Manly foreshore community and sports facilities at Kitchener Park
- Disaster Recovery Funding for Taylor's Point seawall and land stabilisation
- improvements to Freshwater Beach playground
- shelter provision with accessible pathway connections at Manly Dam.

Some of the funds were also allocated to enhance services:

- 11 weeding and bushland restoration projects

- planting 5,000 native plants at Curl Curl and Mona Vale
- support for circular economy initiatives and litter prevention
- funding a Resilience Officer, an online disaster dashboard, improving the flood warning system, and investigating the impact of scour valves at Manly Dam, improving our resilience
- events for Australia Day, Youth Week, seniors, and local business networking and growth.

A full list of grants received, and funding bodies are listed in the Working with Partners section on page 20.

Business excellence

Council continued to implement its IGNITE program (Inspiring Great New Ideas Towards Excellence), building a culture of continuous improvement. Over 930 staff have now completed one of more of IGNITE training programs – including Business Excellence Induction, Introduction to Business Excellence and Continuous Improvement, Business Process Management, Brainstorming, Program Solving and How to Identify Improvements. This has enabled staff to identify and implement continuous improvement opportunities, and enhancing the services delivered to our community. Since the program commenced over 500 improvements have been implemented.

Service Review Program

We have implemented 154 recommendations from Phase One of Council's Service Review Program, which undertook a high-level review of all 57 services that Council delivered since 2020. Council has now commenced Phase Two of its Service Review Program, conducting detailed reviews of individual services. A review of the Building Maintenance Service was completed, identifying 23 improvement recommendations across data, processes, resourcing and triage management. These recommendations will be implemented by the Property Business Unit over the next two years.

Benchmarking Program

Council commenced several benchmarking exercises to better understand our delivery of selected services, compared to other local government authorities. The key findings were:

- Customer Service - A number of opportunities were identified to enhance the service, including online service functions, customer interface improvements, call centre response rates, training, process improvements and signage.
- Environmental Health - Several opportunities were identified to enhance the service for pollution control and food inspections. These focus on Council's processes, resourcing, and community education.

- Domestic Waste Management Service
 - The review showed that our waste service compares favourably with other councils, with relatively low charges and low customer service request rates. The service outcomes are also good with a high recycling yield and high diversion rate from landfill. While the service is currently resourced adequately, for the longer term we are reviewing the strategic staff needed to successfully implement longer-term waste strategies and introduce separate food collections.
- Bushland Management - in progress.

Integrated Planning and Reporting Framework updated

Our Integrated Planning and Reporting framework captures our community's vision and aspirations for the area, and what we will deliver to address them. Key parts of the framework were revised this year in consultation with the community and the elected Councillors, including:

- 10-year Long-Term Financial Plan
- 4-year Delivery Program
- annual Operational Plan and Budget

Together these ensure we are financially sustainable and have the resources to deliver on community priorities.

Improving financial governance

Council reviewed and developed several policies related to Council's financial operations, including:

- adoption of a revised Procurement and Contracts Policy
- development of a Modern Slavery Framework to comply with the requirements of the NSW Modern Slavery Amendment Act 2021
- development of new schedules for Council's tender and quotation templates to address Environmental and Social Sustainability in accordance with the revised Procurement and Contracts Policy
- adoption of a revised Investment Policy
- adoption of a new Operational Policy for accounts receivable and debt management – sundry debtors
- adoption of a new Operational Policy for Receipting and Cash Handling
- adoption of a revised Operational Policy for Corporate Credit Card

Training was developed and rolled-out for an introduction to Council's procurement and for the contract management system.

A new expense management system was implemented for corporate credit cards and an automated workflow was implemented for accounts payable invoices.

Two online tools were developed and implemented on Council's website to assist our community:

- enquiry tool to show the impact of valuation changes and an estimate of rates based on the new land valuations provided by the NSW Valuer General
- new search tool for fees to improve access to information on Council's fees.

Improving online services and digital tools

Information and Digital Technology service management improvements resulted in several successful upgrades, delivering enhancements to customer experience, improved efficiency and service delivery for staff. Some highlights include:

For customers

- New online forms and payments
- Online payments for area permits and parking stations
- Online tool for searching fees and charges
- Upgraded library hardware and secure public computers
- Better reporting for stormwater and graffiti

Equipping for excellence

- Cyber security improvements
- Machine learning to improve incident resolution times
- Improved hardware and connectivity across offices and Council Chambers

For staff efficiency/ service delivery

- 65 iPads for children centres
- DAs improved technology and process
- New business intelligence reports for 10 teams
- GIS enhanced for conservation zones, land revaluation, new remote sensing

Cybersecurity is a top priority for Council, both for customers and the organisation. Improvements this year included:

- implementing Application Whitelisting, which has secured Council against malicious cyber-attacks and unwanted network penetration, and only allows Council-approved applications to be used on Councils devices. This project improves Councils compliance with the Australian Signal Directorate (ASD) 'Essential 8' controls, in line with Councils strategic direction and cyber security roadmap.
- improved IT controls and safeguards by introducing new technology to prevent staff and public from accessing illegal, malicious, and offensive material on the internet.
- a cyber incident simulation held for the Executive Leadership Team to further enhance Council's cyber security posture.

Supporting a talented workforce

Our Workforce Management Strategy better positions our workforce with the capacity and capability to deliver on our community's needs and priorities. One of the key achievements this year included implementing the LG NSW Capability Framework as a sound foundation for workforce planning, tailoring roles, recruitment, learning and managing performance. New learning programs were also developed to support new employees and people leaders.

A diversity, equity, inclusion and belonging working group was established, with related training piloted with staff. A Youth Employment Action Framework is being developed to encompass placements, internships, traineeships and career pathways, and a staff wellbeing program provided a range of activities and tools to improve staff wellbeing, resilience and community volunteering.

Other positive results this year included:

- a high level of favourable responses to staff surveys, higher than the metropolitan Local Government sector benchmark
- positive survey comments about a range of staff support programs
- over 3,000 staff recognitions for great service, collaboration and leading the way in their achievements.

Performance

| Performance measures | Target | Result 2022/23 | |
|--|--------|----------------|---|
| Correspondence replied to within 10 working days | 90% | 91% | ✓ |
| Operational projects on schedule | 80% | 95% | ✓ |
| Capital projects on schedule | 80% | 81% | ✓ |
| Quarterly, annual and statutory reports submitted to Council on time | 100% | 100% | ✓ |
| Voluntary staff turnover rate | ≤13% | 17%* | ✗ |

| Financial performance measures | Target | Result 2023 | |
|---|--------|-------------|---|
| Operating performance | >0% | 4.46% | ✓ |
| Unrestricted current ratio | >1.5x | 1.92x | ✓ |
| Own source operating revenue | >60% | 84.6% | ✓ |
| Debt service cover ratio | >2x | 7.65x | ✓ |
| Rates and annual charges outstanding | <5% | 3.57% | ✓ |
| Cash expenses cover ratio (months) | >3 | 6.13 | ✓ |
| Building and infrastructure renewal ratio | >100% | 130.77% | ✓ |

✓ Achieved target
 ✗ Target not achieved

* The workforce recorded a higher than usual voluntary staff turnover rate, reflecting a return to the workplace post-COVID including a catchup on career movements in line with the wider job market opening up.

Workload measure

Result 2023

| | |
|--|----|
| Number of service review actions implemented | 66 |
|--|----|

Operational projects

Completed

G19 G20 Develop the Delivery Program and Annual Operational Plan

G19 Review the Long-Term Financial Plan and explore financially sustainable options to support the Community Strategic Plan

On Schedule

G19 Present Council's quarterly Budget Review Statement, Annual Report and Financial Statements

G19 G20 Implement the Workforce Management Strategy to attract, identify and develop high performing leadership talent for the future

G19 G20 Implement the Workforce Management Strategy to build future workforce capacity by developing a capable, agile and resilient workforce

G19 G20 Implement the Workforce Management Strategy to integrate safety and wellbeing solutions for staff resilience

G19 G20 Implement the Workforce Management Strategy to shape a desired organisational culture aligned to the customer experience

G19 G20 Implement the Service Review Program

G20 Embed the Australian Business Excellence Framework into Council's management practices and service delivery

G20 Expand the practice of continuous improvement through the implementation of key improvement projects

Capital projects

Complete

IT improvements

G20 IT Infrastructure - new works

On Schedule

IT improvements

G12 IT Software – new works

G20 IT Infrastructure - replacements

G20 Computers, laptops and mobile devices - replacements