

Service areas

Environment and sustainability

Waste and cleansing services

Kimbriki Resource and Recovery Centre

Strategic land use planning

Development assessment

Environmental compliance

Parks and recreation

Children's services

Community, arts and culture

Library services

Transport, traffic and active travel

Economic development,
events and engagement

Property and facilities

Governance and assurance services

Customer service

Corporate support services

Service achievements

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

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

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

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

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

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

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



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

Supporting CSP goals



We work to protect and enhance our natural and built environments which include 17km² bushland, 80kms of coastline, a network of creeks within seven major catchments, four coastal lagoons and 640kms of stormwater pipes. We deliver programs to protect and preserve biodiversity, we mitigate and manage environmental hazards including bushfire protection and deliver environmental education activities to thousands of community members through our two environment centres.

Coast, catchment and estuary management

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

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

Coastal protection Collaroy-Narrabeen beach

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

Protecting rare seahorses at Sydney Harbour tidal pools

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

Bushland and biodiversity

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

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

Stormwater and floodplain activities

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

During the summer, around 45,000m³ of sand was cleared from the entrance of Narrabeen Lagoon. The works improved water quality of the Lagoon and reduced the risks of flooding. The sand was moved to Collaroy-Narrabeen beach to re-nourish the beach and protect the area from further coastal erosion.

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

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

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

Environment centres

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

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

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

Community sustainability

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

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

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

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

Environmental volunteers

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

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

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

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

Reducing Council's environmental footprint

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

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

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

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


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

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






Performance results

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




 Achieved target
  Behind target

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

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

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

* Mean score out of 5

 Completed  On target  Behind schedule

Completed

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

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

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

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

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

On target

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

 - G6 Investigate Scotland Island wastewater feasibility
-



Completed



On target



Behind schedule

Completed**Stormwater program**

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

Water and energy saving initiatives

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

Community nursery

- G6 Community nursery - Curl Curl

Behind schedule**Coastal protection works**

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

Stormwater program

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



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Supporting CSP goals

- G1
- G4
- G6
- G8
- G13

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

New waste service

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

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

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

Reducing event related waste

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

Reducing single use plastics

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

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

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

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

Worm farms help reduce waste to landfill

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

Cleansing




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


New waste infrastructure in public places

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




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




Performance results

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

 Achieved target  Behind target



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

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

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

* Mean score out of 5

Operational projects

 Completed  On target  Behind schedule

Completed

- **G4** Waste education and behaviour change projects
- **G13** Working with business – responsible waste management
- **G6** Waste/cleansing plant/ fleet review




On target

- **G4 G8** Implement Event Waste Management Strategy
- **G6** Implement Single Use Plastics Strategy

Behind schedule

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

Capital projects

 Completed  On target  Behind schedule

Completed

Waste and Cleansing

- G4** Clontarf Reserve new recycling station
- G13 G4** Compactor bins trial

Behind schedule

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

Kimbriki Resource Recovery Centre



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

Supporting CSP goals

G4

G6

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

Site works

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

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

Energy saving

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

Kimbriki Eco House and Garden

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




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

Bikes4Life

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

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




Performance results

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

 Achieved target  Behind target

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


Operational projects

 Completed  On target  Behind schedule

Completed

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

Capital projects

 Completed  On target  Behind schedule

Completed

Kimbriki improvements

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

On target

G4 Kimbriki landfill cell development Area 4A

G4 Kimbriki gas capture system



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

Supporting CSP goals

- G5
- G7
- G8
- G21
- G22

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

Local Strategic Planning Statement (LSPS)

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

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

Frenchs Forest Precinct planning

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

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

Affordable housing

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

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

Pittwater Waterway Strategy

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


My Place: Avalon - Avalon Place Plan

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

Contribution plans updated and finalised

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




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

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

 Achieved target  Behind target

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

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

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

* Mean score out of 5

Operational projects



Completed



On target



Behind schedule

On target



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

Behind schedule



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



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Supporting CSP goals

- G5
- G7
- G8
- G19

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

Highlights

Better online services

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

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

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

Improvements to pre-lodgement meetings

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

Performance results

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

Achieved target Behind target

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

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

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

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

* Mean score out of 5

Operational projects

Completed On target Behind schedule

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

Environmental compliance



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

Supporting CSP goals

G1

G7

G8

G11

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

Awareness raising

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

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

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

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

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

Improving response times

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

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

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

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

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

Compliance and enforcement

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

Building approvals





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




Performance results

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

 Achieved target  Behind target

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

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

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

* Mean score out of 5



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

Supporting CSP goals

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

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

Highlights

Beach safety

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

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

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

Sportsgrounds

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

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

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

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

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

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

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

Playground improvements

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

Parks and beaches upgrades

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

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

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

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

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

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

Off-leash dog parks

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

Towns and villages

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

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

Tree management

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




Grants for local sports and recreation

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

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

 Achieved target
  Behind target

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

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

* Mean score out of 5

 Completed
  On target
  Behind schedule

Completed

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

G5 Implement a new integrated private tree application process

G8 Develop masterplans – Little Manly and Clontarf Beach

G5 Implement a tree planting program

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

Behind schedule

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

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

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

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

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



Completed



On target



Behind schedule

Completed**Sportsgrounds improvements**

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

Playground improvements

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

Town centre and village upgrades

- G8 G9 Minor streetscape improvements place making infrastructure

Reserves and parks improvements

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

Foreshore and building improvements

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

Recreational trails

- G4 G5 Recreational trails - renewal program

On target**Sportsgrounds improvements**

G8 Sports club capital assistance program

Reserves and parks improvements

G8 G9 Youth facilities

Recreational trails

G4 G5 Narrabeen lagoon trail - aquatic boardwalk

Playground improvements

G8 G9 Connecting all through play - inclusive play

Behind schedule**Sportsgrounds improvements**

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

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

Town centre and village upgrades

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

Reserves and parks improvements

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

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

Foreshore and building improvements

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

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



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

Supporting CSP goals

G8

G9

G11

G12

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

Highlights

Improved facilities

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


Supporting families


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


High Standards




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

Performance results

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

 Achieved target  Behind target

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

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

* Mean score out of 5

Operational projects



Completed



On target



Behind schedule

Completed



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

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

Capital projects



Completed



On target



Behind schedule

Completed



G9 G11 Harbour View Preschool/community centre upgrades

G9 G11 Children's centres works program

On target



G8 G11 Dee Why Children's Centre design works

G8 G11 Kangaroo Street Preschool new works



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

Supporting CSP goals

- G8
- G9
- G10
- G11
- G12

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

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

Arts and culture

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

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

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

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

Manly Art Gallery and Museum (MAG&M)

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

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

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



Community centres

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

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

Glen Street Theatre

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

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

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

Youth and families

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

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

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

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

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

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

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

Support for our community

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

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

Community development

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

Community and cultural development grants

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

Seniors

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

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

Community safety

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

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

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

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

Disability services

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

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


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

Volunteer engagement

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




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

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

 Achieved target
  Behind target

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

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

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

* Mean score out of 5

Operational projects



Completed



On target



Behind schedule

Completed



-
- G10 Develop an arts strategy

 - G8 Develop a community centre strategy

 - G10 Develop a public art policy and guidelines

 - G12 Develop and support disability education and awareness initiatives

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

 - G12 Develop a volunteer management framework

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

 - G10 Develop a Manly Art Gallery and Museum masterplan

 - G9 Expansion of the Meals on Wheels service

 - G10 Develop a programming strategy for Glen Street Theatre


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

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

Behind schedule



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

 Completed  On target  Behind schedule

Completed



Art works

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

Cultural improvements

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

Community centre improvements

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

On target



Cultural improvements

- G10 Coast Walk - art trail

Behind schedule



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

Library services



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

Supporting CSP goals

G9

G12

G18

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

Highlights

Library membership

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

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

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

Tiny Doors

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

Library upgrades

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

Library programs




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


One library card for improved library services

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


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


Performance results


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


 Achieved target  Behind target

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

Satisfaction measures	Target *	Result 2019*	
Library services	4.06	4.02	

 Statistically on par with target


 Statistically higher than target


 Statistically lower than target

* Mean score out of 5

Operational projects

 Completed

 On target

 Behind schedule

Completed

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

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

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

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

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




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

G9 Increase volunteering opportunities across the service

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

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

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

 Completed  On target  Behind schedule

Completed

Community space and learning

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

Library upgrades

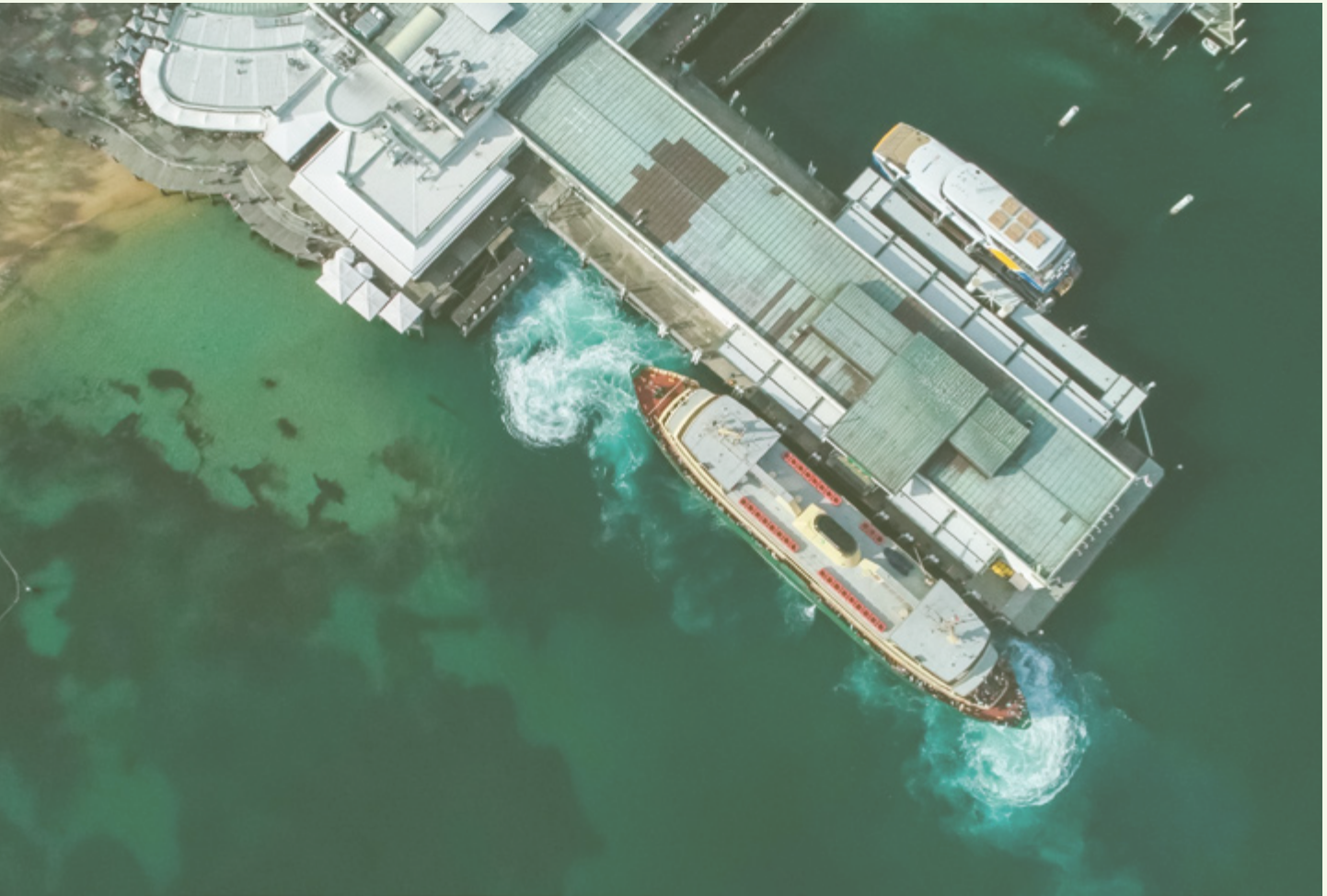
- G9 Mona Vale library renewal works
 - G9 Library buildings works program
-

On target

Library upgrades

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

Transport, traffic and active travel



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

Supporting CSP goals

G6

G13

G16

G17

G22

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

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

Highlights

Transport strategy

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

The adopted strategy aims to:

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

Church Point cargo wharf renewal

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

Palm Beach walkway

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

Encouraging cycling

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

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

Road safety for seniors

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

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

Safety around schools

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

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

Checking child restraints

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

Promoting safer driving for everyone

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

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

Parking operations

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

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

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

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

Reducing our fleet emissions

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

Car sharing points

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

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

Construction and maintenance

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




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

New public place team

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












Performance results

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

 Achieved target  Behind target




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

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

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

* Mean score out of 5

Operational projects

 Completed  On target  Behind schedule

Completed

G13 G17 G22 Develop a Northern Beaches transport strategy

G16 Review accessible parking provision

G17 Develop a Northern Beaches walking plan




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

G17 Develop and implement pedestrian access and mobility plans

Behind schedule

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

Capital projects

 Completed  On target  Behind schedule

Completed

Active travel – cycleways and footpaths

G17 Footpath new

G17 Footpath renewal

G17 Bayview to Church Point - timber walkway

G17 Bike plan implementation - new works

G17 Warriewood Valley - pedestrian and cycleway network

Road and related infrastructure upgrades

G16 New traffic facilities

G16 Kerb and gutter new

G16 Scotland Island - roads and drainage improvements

G16 Eramboo, Terrey Hills - new driveway

G16 Kerb and gutter renewal

G16 Retaining wall renewal

G16 Parking station and meters infrastructure

Completed

**Plant and fleet**

G16 Major plant renewal

G16 Light fleet renewal

Wharf upgrades

G16 Wharves works program

Foreshore improvements

G1 G9 Tidal pools refurbishment

On target

**Road and related infrastructure upgrades**

G16 Road re-sheeting program

G16 Car park renewal

G16 Bus stop renewal

Behind schedule

**Road and related infrastructure upgrades**

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

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

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

Wharf upgrades

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

Active travel – cycleways and footpaths

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

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



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

Supporting CSP goals

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

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

Highlights

Bringing the community together

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

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

Placemaking in our neighbourhoods

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

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

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

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

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

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

Council stepping up

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

SEVENmile Venture Lab launched

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

Small Business Month

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

Beach Biz News and breakfast

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

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

Northern Beaches employment study underway

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

Engaging on things that matter

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



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

Keeping our community informed





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




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

Performance results

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




 Achieved target  Behind target


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

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

* Mean score out of 5

Operational projects

 Completed  On target  Behind schedule

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

On target

G15 Prepare an Economic Development Plan for the Northern Beaches

G15 Develop a Northern Beaches Destination Management Plan

Behind schedule

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

Capital projects

Completed On target Behind schedule

Completed**Town and Village Centre activations**

G8 G9 Dee Why Town Centre – design

On target**Town and Village Centre activations**

G8 G9 Manly Laneways - new works

G8 Manly Laneways - renewal works

G8 G9 Dee Why Town Centre - construction phase 1

Property and facilities



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

Supporting CSP goals

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

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

Aboriginal Heritage Office moved

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

North Narrabeen Reserve sporting facilities

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

Public amenity building upgrades

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

Dee Why Library children's space

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

Making our buildings more accessible and efficient

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

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

Manly Andrew Boy Charlton Aquatic Centre (MABC)

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


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

Warringah Aquatic Centre



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




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

Performance results

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




 Achieved target  Behind target

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

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

* Mean score out of 5

Operational projects

 Completed  On target  Behind schedule

Completed

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

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

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

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

- G8** Investigate purchase of the Pasadena site

On target

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

Behind schedule

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

Capital projects

Completed On target Behind schedule

Completed**Aquatic Centre improvements**

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

Public amenities improvements

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

Completed

**Civic building and compliance works**

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

Cemetery Works

- G19 Cemetery works program

On target

**Rural Fire Service program**

- G5 Rural Fire Service building works program

Behind schedule

**Public amenities improvements**

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

Civic building and compliance works

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

Rural Fire Service program

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



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

Supporting CSP goals

- G19
- G20
- G21
- G22

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

New organisational structure

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

Building stronger relationship with our community

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

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

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

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

Internal audits

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

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

Policy harmonisation

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

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

Enterprise risk and opportunity management framework

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

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

Strategic Reference Groups

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

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

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

Professional development opportunities

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

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

Accredited White Ribbon workplace



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



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


Community satisfaction




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



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

 Achieved target  Behind target

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

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

* Mean score out of 5

Operational projects



Completed



On target



Behind schedule

Completed



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

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

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

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

On target



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

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

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



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

Supporting CSP goals

G20

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

Focused on the customer

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

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

Streamlined application process

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

Greater accuracy in processing payments



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

Doing business online

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



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




Performance results

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

 Achieved target  Behind target




* Feedback mechanism under development


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

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

* Mean score out of 5

Operational projects

 Completed  On target  Behind schedule

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

Corporate support services



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

Supporting CSP goals

G5	G7	G14	G18	G19	G20	G21	G22
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This service provides back of house functions including finance, human resource management and information management systems to enable the efficient delivery of services to the community.

Financial management

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

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

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

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

Process mapping

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

Northern Beaches remuneration and reward framework

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

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

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

IT systems improvements

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

'Doing Business with Council' sessions held for local businesses

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

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

Grants secured by Council

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

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

Grant funding secured for world first Smart Beaches initiative

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

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

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

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

Achieved target Behind target

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

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

* Mean score out of 5

Operational projects



Completed



On target



Behind schedule

Completed

-
- G19 Implement the procurement framework

 - G19 Develop the delivery program and annual operational plan

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

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

 - G19 Implement disability awareness education and training for all staff

On target

-
- G19 Deliver a program of service reviews

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

 - G14 Implement the workforce plan

Behind schedule

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

Capital projects



Completed



On target



Behind schedule

Completed

IT improvements

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

On target

G19 IT infrastructure – new works

Behind schedule**IT improvements**

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

G20



