



# Service achievements



## How to read this section of the report

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

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

### ● Environment

Protection of the Environment
Environmental Sustainability

### ● Social

Places for People
Community and Belonging

### ● Economic

Vibrant Local Economy
Transport, Infrastructure and Connectivity

### ● Civic

Good Governance
Partnership and Participation

For each key service area, we report:

- Service achievements
- Performance measures
  - indicating the result, targets and whether they were met
- Workload measures
  - indicating the result
- Community survey satisfaction results
  - indicating the result and if there is a significant difference to previous result
- Projects
  - a summary of the progress of each operational and capital project



# Environment and sustainability



## ● Environment

Protection of the Environment

Environmental Sustainability

## ● Social

Places for People

Community and Belonging

## ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

## ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G1 G2 G3 G4 G5 G6 G7 G17 G22

Boasting 17km<sup>2</sup> of bushland, 80kms of coastline, seven major catchments with hundreds of kms of creeks flowing to four coastal lagoons, Pittwater and Middle Harbour, we are dedicated to protecting and enhancing our natural environment.

This service delivers programs to protect and preserve biodiversity, manage natural hazards,

manage over 640km of stormwater network, and improve sustainability for Council and the community. Thousands of community members take part each year in education and action at our two Environment Centres Manly and Narrabeen, and through our environmental volunteering programs.

## Service achievements

### **Resilience and adapting to climate change**

Council adopted the *Northern Beaches Resilience Strategy - Withstand. Adapt. Thrive* in June 2022. This Strategy aims to build the collective resilience of our community to a range of shocks and stresses now and into the future.

Council responded to a number of significant challenges this year including COVID, and major storm events in December 2021 and March 2022. Council worked with various government and community groups to minimise the impact on our community and enable a faster recovery. Effective partnerships and systems help ensure resilience, and this year this included:

- ongoing facilitation of the Local Emergency Management Committee, which comprises all emergency services and supporting agencies across the Northern Beaches
- participation in multi-agency training exercises including bush fire and Manly Dam emergencies
- continued improvement of the Emergency Operations Centre (EOC) through a NSW Government Backbone EOC grant.

Development of a new Emergency Preparedness tool on the Council website now enables our community to identify and understand local threats, and provides resources on how to prepare, respond and recover from emergencies.

The '*Climate Resilient Materials for Infrastructure Assets (Practice Note 12.2)*' was launched in November 2021.

This is a professional industry guide to help councils respond to climate change by extending the useful life of assets, reducing maintenance costs, and switching to low carbon infrastructure. Council co-authored the industry guide with Dubbo Regional Council and the Institute of Public Works Engineering Australasia.

Council adopted a new Asset Management Strategy and Asset Management Plan, which ensure our assets are managed responsibly for the long term, for climate change adaptation and resilience. We also commenced a Climate Change Risk Assessment on our operations, assets, and services to improve our risk management.

### **Preparing for bushfires**

The official Bush Fire Danger period from October 2021 to March 2022 fortunately had benign weather and no significant bush fires. Despite this Council still undertook a range of activities to reduce the fire risk - inspecting fire trails, distributing over 60,000 'Bush Fire Prevention' brochures to residents, and providing extra green waste collections for offshore communities.

In high priority areas, we maintained 299 Asset Protection Zones and conducted 17 hazard reduction burns. Grant funding of \$1,112,500 from the NSW Rural Fire Service assisted with the bush fire management program. We are also working with the Northern Beaches Bush Fire Management Committee to prepare a *Bush Fire Risk Management Plan*, using the latest approach to predictive bush fire modelling and risk management.

### **Managing aquatic environments and stormwater**

Storms in February and March 2022 brought 692mm of rain in 16 days, so Council responded with other agencies to address flooding and overland flow, particularly for the 8-9 March flood. We responded to over 400 related customer requests in March alone, to address stormwater and flooding issues. More recovery works were completed following storms in August, January, March, April, and June, including beach scraping at Collaroy, coastal landslip and geotechnical inspections, as well as works in culverts and creeks in Warriewood.

To keep the stormwater network operating effectively, this year 850m of pipelines were remediated, 40 pits were reconstructed, 200m of pipes and culverts were upgraded, and 8,200m of pipes were inspected by CCTV.

Progress on some key projects included:

- Wakehurst Parkway flood risk: we exhibited the *Wakehurst Parkway Flood Mitigation Feasibility Study*. Following community feedback, Council decided to progress more detailed options for the Oxford Falls and Oxford Falls Road west sites. For The Bends site, further engineering work is underway to see if some options can be modified to improve the outcomes and further reduce any potential environmental impact.
- exhibited flood studies for Greendale Creek and Middle Harbour.
- exhibited the *Narrabeen Lagoon Entrance Management Strategy* and undertook the clearance operation for the lagoon entrance.

- Waterway health: Our lagoons and Pittwater were monitored for their health for the 11th consecutive year, building a valuable record to help manage our estuaries. In Dee Why Lagoon catchment we also tracked macro and micro litter sources in partnership with AUSMAP.

The 'Manly - Safe and Beautiful Once Again' won the Project Award at the Stormwater NSW Awards. This project removed an unsightly broken pipe from the beach and replaced it with a modern underground Gross Pollutant Trap system, which significantly reduces stormwater pollution into the ocean.

### **Biodiversity management and community action**

The Bushland management program worked on restoring bush and riparian areas across more than 1,000ha at 260 sites. Over 7,400 local native plants were planted, increasing the extent and quality of habitats for many threatened species. Priority weeds were controlled in Council-managed bushland and waterways, and biological controls were trialled for three priority weeds.

Other key efforts for our biodiversity included:

- responding to over 330 customer requests on weeds and pest animals, including site inspections.
- culled feral animals such as 36 foxes and 792 rabbits.
- mapping biodiversity values for the Northern Beaches LEP.
- the development of a Camp Management Plan and grant funding to better manage Flying-fox camps.

- new Biodiversity guidelines to assist development applicants.
- Fairy Bower Pool stormwater outlet was upgraded with 'living seawall' tiles to transform the outlet into an ecologically friendly structure providing habitat for sea-life such as shellfish, seaweeds, oysters, and marine snails.

Our community has also been very active with over 400 people volunteering 4,500 hours in Bushcare, community nurseries and the Friends of Cabbage Tree Bay:

- community Nurseries at Curl Curl and Manly Dam propagated over 30,000 locally native plants for bush regeneration sites.
- better Bushcare resources: updated the Bushcare interactive map to be more user friendly. New onsite signage with QR codes also directs people to the updated Bushcare website.
- Cabbage Tree Bay video series Our Life Below Water video series is available on the website, depicting our underwater biodiversity. Over 500 people also attended the Day at the Bay to celebrate the 20-year anniversary of Cabbage Tree Bay Aquatic Reserve, with the Environment and Heritage Minister also in attendance.

### **Advancing sustainability**

Nearly 13,000 people participated in sustainability education sessions, plus another 700 customers came to explore environmental resources at our Environment Centres.

The community Solar Conversations program was launched, providing for 140 personal conversations with residents to assist them in their solar journey. Over 1,500 new solar installations were reported in the Northern Beaches area this year, including three schools.

Other ongoing programs are helping our community make more progress in sustainability:

- over 400 people tapping into expert solar and energy advice through our specialist workshops
- the water savings partnership with Sydney Water enabled water savings in local small to medium enterprise businesses
- our Sustainability Business Network engaged with over 110 businesses, and providing valuable new tools including an interactive map, checklists, and guides on reaching net zero.



## Performance

Performance measures	Target	Result 2022	
Scheduled active bushland management completed	80%	100%	✓
Active Bushland management by contractors (ha)	1,200	1,202	✓
Volunteer bush regeneration (hours)	6,900	4,500*	✗
Stormwater network renewed/ upgraded in line with Asset Management Plan (m)	800	1,050	✓
Beaches with good/very good rating (Beachwatch)	90%	90.6%	✓
Required mitigation activity completed for natural hazards	100%	90%**	✗
Council energy sourced from renewables	100%	100%	✓
Total greenhouse gas emissions by Council (t CO <sub>2</sub> e)	< 6,000	5,300	✓
Annual total water use by Council (kL)	< 502,797	409,845	✓

✓ Achieved target      ✗ Target not achieved

\* Volunteer bush regeneration hours were reduced as activities ceased during COVID restrictions and persistent wet weather.

\*\* Persistent wet weather prevented the completion of the hazard reduction burn program in our bushland.

Satisfaction measures - maintain or improve *	Target	Result 2022	
Protecting native plants and animals	3.56	3.55	–
Restoring natural bushland (weed removal, bush regeneration programs)	3.52	3.53	–
Controlling feral animals	3.36	3.39	–
Managing and protecting creeks, lagoons and waterways	3.41	3.37	–
Maintenance of beaches, headlands and rockpools	4.03	3.98	–
Management of local flooding	3.33	3.24	–
Environmental education programs and facilities (Coastal and Manly Environment Centres)	3.33	3.38	–
Council operates in an environmentally friendly way	3.47	3.53	–

– Statistically on par with target      ↑ Statistically higher than target      ↓ Statistically lower than target

\* Mean score out of 5 in our community survey.

### Operational projects

#### On Target

<b>G1 G6</b>	Develop and implement action plans and reporting to support the Environment and Climate Change Strategy
<b>G5 G7</b>	Undertake environment studies and investigations to support strategic planning of the Northern Beaches
<b>G2 G17</b>	Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway
<b>G3 G22</b>	Expand volunteer and environment centre programs in response to community priorities
<b>G2 G11</b>	Develop and implement a Narrabeen Lagoon Entrance Management Strategy

### Capital projects

#### On Target

#### Stormwater program

<b>G2</b>	Planned stormwater new works
<b>G2</b>	Planned stormwater renewal works
<b>G2</b>	Reactive stormwater renewal works
<b>G2</b>	Gross pollutant trap renewal works

#### Water and energy saving initiatives

<b>G4 G5</b>	Energy saving initiatives works program - revolving energy fund
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#### Behind Schedule

#### Coastal Protection works

<b>G2</b>	Collaroy-Narrabeen coastal protection works - The construction of road ends has been delayed as they are dependent on the neighbouring private property protection works being completed.
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#### Water and energy saving initiatives

<b>G4 G5</b>	Energy saving initiatives works program - special rate variation - The project was delayed due to resolving the lighting types and supply issues.
<b>G4 G5</b>	Water saving and re-use initiatives - special rate variation - The smart water irrigation controls have been designed and procured however with supply chain delays, installation is delayed until July 2022.

#### Stormwater program

<b>G2</b>	Warriewood Valley creekline works - Delayed due to heavy rainfall affecting the site and operating conditions. Site is too wet to access to start construction.
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## Waste and cleansing services



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals



This service manages the collection of waste and recyclables from more than 93,000 households each week, including offshore communities. Bulky goods are also collected twice a year and solutions are provided for hazardous waste and e-waste. Effective education programs and campaigns on waste reduction and substitution are helping our residents, schools, and businesses to reduce their waste each year.

Our cleansing teams clean public places daily, including beaches, parks, streets, towns, and village centres. They maintain amenity, public health, and safeguard water quality by raking the beach, street sweeping, graffiti and litter removal and the collection of illegally dumped rubbish.

## Service achievements

### Award winning campaigns

We earned the Circular Economy Award for our Let's Go 'Swap and Go' coffee cup system, at the prestigious Keep Australia Beautiful Sustainable Cities Awards. Council was also invited to present this system at the annual Waste Conference and the Keep Australia Beautiful Litter Congress.

Our Swap for Good campaign continued with:

- twenty seven businesses participating in the Swap Cup program round 3
- a new Circular Containers program launched in March 2022, with seven initial businesses
- a Canteen Program empowering 17 schools to eliminate single use plastic following audits and substitution. The 500 reusable bento containers provided this year aim to eliminate 20,000 disposable containers a year.

### Creating more waste solutions

There were more creative solutions to help our community and business reduce waste:

- 'watch your waste', a community dashboard was launched, showing how much waste residents generate and how to reduce it.
- the *Northern Beaches Reuse and Recycling map* launched showing drop off points.
- twenty two waste events and workshops were held, focused on topics such as, reusable nappies, composting, worm farms and preserving food. Events included, car boot sales, Bags to Riches, Second-hand Saturdays, and Charity Clothing Drop-off. Tailored events targeted migrants and surfers.

- sixteen schools participated in a school uniform recycling program 'Worn Up'.
- one hundred and thirty three event waste plans were assessed, to prevent single use plastics at community events.

Council was also awarded a grant, from the NSW Environment Protection Authority, to develop an evidence-based litter strategy and education program.

### Collecting and managing waste

Our residential waste service continued to hit goals for resource recovery and our environment, with 66% of domestic waste diverted from landfill. Scheduled services continued through the ongoing challenges of COVID and major storms this year.

Following a residential waste composition audit in July 2021, opportunities were identified for more resource recovery:

- more waste recovery from red bins, including food waste
- extra collections of bulky goods established
- collection of engineered timber for recycling.

For our offshore communities, additional green waste collections were provided in November to reduce the fire fuel load, in preparation for the bushfire season. Waste handling and signage are being improved during wharf upgrades, including work this year at Carol's and Bells wharves (Scotland Island), and designs for Mackerel Beach Wharf.

**Clean and healthy public spaces**

Public spaces were kept in great condition, entailing some extra effort following storms and floods. The scale of this work is impressive, with outcomes including over:

- 180 tonnes of illegally dumped waste removed from our streets
- 200 tonnes of disaster waste collected following major storms
- 2,000 tonnes of street sweeping debris collected, of which 75% was recycled
- 2,700 tonnes of waste collected from public bins
- 8,700 graffiti items removed.

Cleansing of pavements included the usual 45,000m<sup>2</sup> of pavement cleaned this year, plus an additional 18,000m<sup>2</sup> due to the growth of moss during the persistent wet weather.



## Performance

Performance measures	Target	Result 2022	
Clean town centres and villages: compliance with schedules	100%	100%	✓
Domestic waste diverted from landfill (collected by Council)	60%	66%	✓
Domestic waste per capita (kg)	< 420	451*	✗

✓ Achieved target     
 ✗ Target not achieved

\*Storms and persistent wet weather generated more green waste. COVID lockdowns and flood damage resulted in more household clean-up waste.

Satisfaction measures - maintain or improve *	Target	Result 2022	
Domestic waste collection service	3.85	3.85	—
Household bulky goods collections	3.76	3.57	↓
Cleaning of villages and town centres	3.75	3.77	—

— Statistically on par with target     
 ↑ Statistically higher than target     
 ↓ Statistically lower than target

\* Mean score out of 5 in our community survey.

### Operational projects

#### Completed

- |               |   |
|---------------|---|
| <b>G6</b>     | Manage domestic waste contracts to maximise resource recovery and adapt to community needs                                  |
| <b>G6 G8</b>  | Implement and manage contracts for cleaning of streets, pavements, graffiti and bus shelters to provide clean public spaces |
| <b>G4 G13</b> | Deliver waste programs and education to support a circular economy for our community and local business opportunities       |

#### On Target

- |               |  |
|---------------|--|
| <b>G6 G20</b> | Improve service efficiency for customers by automating business processes and services |
| <b>G4 G6</b>  | Develop and implement a new long term waste strategy                                   |

#### Behind Schedule

- |              |  |
|--------------|--|
| <b>G1 G6</b> | Review waste service and infrastructure for offshore communities - The project is on hold pending contract negotiations with the contractor. |
|--------------|--|

### Capital projects

#### Completed

#### Waste and Cleansing

- |            |                             |
|------------|-----------------------------|
| <b>G20</b> | Public Place Bin Enclosures |
|------------|-----------------------------|



# Kimbriki Resource Recovery Centre



## ● Environment

Protection of the Environment

Environmental Sustainability

## ● Social

Places for People

Community and Belonging

## ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

## ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G4

G6

G22

This facility aims to deliver long-term reliable, responsible, and sustainable waste management and recycling services to the local community. It receives over 30,000 tonnes of material onsite each year and around 80% of this is recycled.

There are around 4,000 visits each year to the Eco House and Garden for education on sustainability, and the shop at the Buy Back Centre which sells salvaged building materials and furniture.

## Service achievements

### Service continuity

Despite several extreme weather events and the ongoing COVID challenges, Kimbriki remained open 10 hours per day for 363 days of the year. When several other waste facilities closed or were severely restricted due to heavy rain and flooding, Kimbriki picked up the extra demand servicing up to 1,600 customers per day.

The Eco House and Garden continued to service residents throughout the pandemic by providing online workshops on various topics, with onsite school visits in the second half of the year.

### Better waste solutions

Kimbriki continued to introduce new services, providing cheaper rates for source-separated materials. This included a trial of engineered timbers in June 2022, to potentially remove several thousand tonnes of material each year for recycling into new products. The Buy Back Centre was improved to reduce dust and improve the customer experience.

'The Hub' onsite social precinct was officially opened to promote reuse, recycling and sustainability through activities and workshops. It has active partnerships with Bikes4Life, a charity restoring bicycles for remote or needy areas, and Reverse Garbage which promotes innovative reuse.

## Performance

Performance measures	Target	Result 2022	
Total waste from all sources diverted from landfill onsite	82%	80%*	✘
Waste diverted from landfill in the Mixed Waste section onsite from all sources	10%	4.4%*	✘
Compliance with environmental requirements	100%	100%	✔

✔ Achieved target      ✘ Target not achieved

\*Resource recovery was hampered by increased mixed waste from flood damage, extreme weather conditions, and the temporary closure of several other waste facilities. This was further hampered by COVID related closures of the Buy Back Centre.

### Operational projects

#### Completed

**G4 G6** Research and develop improved resource recovery consistent with the endorsed Business Plan

#### On Target

**G4 G6** Kimbriki - Expand the sustainability hub and enhance social enterprise opportunities

### Capital projects

#### Completed

##### Kimbriki improvements

**G4** Kimbriki Western Shelf landfill cell development

#### On Target

##### Kimbriki improvements

**G4** Kimbriki gas capture system

**G4** Kimbriki renewal program

**G4** Kimbriki other

#### Behind Schedule

##### Kimbriki improvements

**G4** Kimbriki clean water diversion system - Project delayed by changes to overall design which required consent modification approval.

#### Delayed

##### Kimbriki improvements

**G4** Kimbriki vehicles - Delayed due to lead times on the purchase of new vehicles no purchases were completed in 2021/22. This has not impacted operations.

**G4** Kimbriki mid-west landfill cell development - Due to changes in the Site Master Plan this cell will not be required until 2025.

# Strategic land use planning



## ● Environment

Protection of the Environment

Environmental Sustainability

## ● Social

Places for People

Community and Belonging

## ● Economic

Vibrant Local Economy

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## ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals



The service prepares strategic plans and policies to manage growth and development on the Northern Beaches. The key focus areas are protecting the natural environment, providing for housing supply, choice, and affordability in the

right locations, planning for future employment and economic growth, integrating land use and transport planning, and protecting the character of important places, including those of Aboriginal and non-Aboriginal heritage significance.

## Service achievements

### A strategic approach

The *Local Housing Strategy* was adopted by Council in April 2021. The Department of Planning and Environment then went on to endorse it in December 2021, subject to certain requirements including a detailed implementation plan. The Strategy will enable more diverse and affordable housing at our strategic and local centres such as Frenchs Forest, Brookvale, and Mona Vale.

We also continued implementing our 20-year *Local Strategic Planning Statement 'Towards 2040'* which sets out our holistic and strategic approach to land use planning across the Northern Beaches. In the second year of its implementation, good progress was made across some 154 actions.

### Local Environmental Plan in development

Work is progressing on the new Northern Beaches *Local Environmental Plan (LEP)* and *Development Control Plan (DCP)* to provide the key rules for future planning and development. These will replace Council's current four LEPs and DCPs.

A *LEP/DCP Discussion Paper* was exhibited from June to September 2021, which identified issues, options, and approaches across four key themes. Almost 400 submissions were received, emphasising the community's desire to protect the natural environment, retain unique local character, and ensure that the right type of housing is located in the right places. Other feedback reflected expectations that Council will be a leader in sustainability, address the climate emergency, and require that new buildings be well-designed and resource efficient.

### Planning our places

Several planning tools will bring life to the new Frenchs Forest precinct. In April 2022 Council endorsed the Frenchs Forest Town Centre DCP, which came into effect on 1 June 2022. In May Council also endorsed the Frenchs Forest Contributions Plan. The Frenchs Forest Contributions Plan has now been forwarded to IPART for review. These plans set up a series of planning rules and funding mechanisms to activate the vision for the new precinct.


Planning the future of our town centres at Avalon, Mona Vale and Manly has been the focus this year of several working groups, community reference groups, consultants, and our planners.


The *Avalon Beach Place Plan* was publicly exhibited in 2021, and community feedback was considered in shaping the final plan that was endorsed by Council. Following this, Council will trial a temporary one-way shared zone trial of Old Barrenjoey Road (north), funded by a grant secured from the Department of Planning and Environment in the 'Streets as Shared Spaces' program.


Development of the *My Place: Manly Place Plan* through the year included the vision, principles, and priorities for Manly. This is being further developed following the completion of the *Night Time Economy Study*.




A draft framework for the *Mona Vale Place Plan* was developed following initial community engagement to capture ideas and aspirations for the area. Later in 2022 a draft Place Plan will be exhibited to seek community feedback.

## Performance

Performance measures	Target	Result 2022	
Planning proposals assessed within 90 days (from lodgement to submitting report to Local Planning Panel)	80%	100%	

 Achieved target       Target not achieved

Satisfaction measures - maintain or improve *	Target	Result 2022	
Managing development (land use planning)	2.84	2.87	

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

\* Mean score out of 5 in our community survey.

**Operational projects**

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**Completed**

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**G5 G7** Ingleside Precinct - work with Department of Planning on the potential land release

**On Target**

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**G8** Develop Place Plans for Avalon, Mona Vale and Manly and other centres on a rolling program

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**G5 G7** Prepare Northern Beaches Local Environmental Plan, Development Control Plan and associated studies

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**G7** Complete Brookvale Structure Planning and Rezoning - to revitalise Brookvale Town Centre

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**G5** Frenchs Forrest precinct planning for a sustainable area



## Development assessment



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G5

G7

G8

G19

This service assesses development applications, modifications, and reviews of determinations in line with local and state planning controls. It also provides a development advisory service through

pre-lodgement meetings to assist applicants in the preparation of their applications, as well as the Design and Sustainability Advisory Panel.

## Service achievements

Over 2,400 applications were lodged for assessment this year. This comprised of 1,797 development applications (DAs), 646 modifications of consent and 19 review of determination applications. To help applicants walk through the development process 230 pre-lodgement meetings were held.

Many development applications were also referred to other teams to ensure that impacts and hazards are properly addressed for the natural environment and infrastructure. Examples include the following referrals:

- 324 with stormwater and floodplain considerations
- 974 with coastal, water management and riparian considerations
- 768 with bushland and biodiversity considerations.

With a strong focus on improving customer service and experience, several changes were made this year. A range of processes were digitised or improved for a better online service to the community. This included online functionality for:

- DA Pre-Lodgement meetings - applicants can now apply, book, and pay online
- fee calculator now includes a wider range of applications, and is more user friendly and intuitive for applicants
- online payments for Council-issued Subdivision Certificate applications
- subdivision webpage updates to assist applicants with the use of the NSW Planning Portal.

In February, the planning software for assessing DAs was also upgraded. It now provides improved functionality for tasks such as:

- measuring and calculating items such as floor space ratio
- comparing plans to detect changes, particularly useful for amended plans and modification applications
- electronic stamping.

These changes help improve the efficiency and effectiveness of these tools for our professional planners.

**Performance**

<b>Performance measures</b>	<b>Target</b>	<b>Result 2022</b>	
Average days to determine 90% of Development Applications, modifications, and reviews	<75 days	58 days	✓
Outstanding Development Applications, modifications, and reviews older than 100 days	<20%	20%	✓

✓ Achieved target      ✗ Target not achieved



## Environmental compliance



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G1

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 the Environmental Compliance team.

Staff deliver proactive inspection programs of food shops and cooling towers and deliver regular food safety education seminars which helps to reduce the incidence of food-related illness.

## Service achievements

### Environmental health

Council ensured that public health at food premises was addressed through a series of programs:

- inspections and education at food premises considered to be critical or high risk
- two free food handling seminars were provided for food businesses
- an inspection program of temporary events located around the Northern Beaches was conducted, to assess their compliance with the Food Act. This ensured the likelihood of food contamination was eliminated or reduced
- a standardised user guide was developed for managing outdoor dining, which includes a calculator for sanitary facilities. This improves the efficiency and consistency of managing these businesses.

Council also made a submission to NSW Health on its public health regulation review, identifying opportunities to improve the effectiveness of regulation and enforcement by local government.

We also repeated our monitoring of mosquito-borne viruses, run in conjunction with NSW Health from November to April, at locations in Warriewood Wetlands and Deep Creek at Narrabeen Lagoon. This helped us assess the public health risks, and is valuable information for Council, NSW Health, and Sydney Water to aid in their decision making. Ross River Virus was detected in mosquitos trapped at Narrabeen Lagoon this year, and media alerts were provided to our local community, along with advice on how to avoid mosquito bites.

Monitoring in previous years also detected Barmah Forest, Stratford, and Edge Hill viruses.

### Keeping cats safe

We continued our *Cats Safe at Home* program, in partnership with the RSPCA and nine other councils. This program encourages owners to keep cats safe inside at night to protect them and wildlife from injury. Education and advice are provided on our website and in media campaigns, as well as working with local vets, schools, companion animal groups and wildlife groups to encourage responsible cat ownership in our community.

### Addressing alcohol and gaming

Rangers patrol the Manly central business district seven days a week, from 5.30pm to 10.30pm, ensuring the alcohol restrictions are adhered to.

Ninety three requests were reviewed and determined by Council on behalf of Liquor and Gaming, with related consent conditions imposed. Council's determinations are now more efficient via an online portal with Liquor and Gaming NSW.

### Responding to major storms

Following several major storms this year, our regulatory support team worked closely with engineers and homeowners to address landslip threats and issued 11 Emergency Orders to ensure safety. Dumped waste and storm debris also were issues following the storms, so proactive patrols were undertaken to locate the material and allocate removal on a priority basis.

## Performance

Performance measures	Target	Result 2022	
Critical and high-risk retail food premises inspections completed, in line with schedule	100%	69%*	✘
Critical and high-risk public health inspections completed, in line with schedule	100%	59%*	✘
Free environmental health seminars for small businesses	2	2	✔
Proactive sediment and erosion control blitzes of construction sites	1	1	✔

✔ Achieved target      ✘ Target not achieved

\* There were significant disruptions to inspections due to COVID restrictions, as well as resourcing and workload issues. Following the March storms, the team focussed on managing flooding enquiries. The NSW Food Authority advises all metropolitan councils had the same pressures hampering inspections.

Satisfaction measures - maintain or improve *	Target	Result 2022	
Food safety standards of retail food outlets	3.91	3.94	—
Companion animal management	3.39	3.57	—
Litter control and rubbish dumping	3.48	3.53	—
Environmental protection and regulation	3.39	3.42	—

— Statistically on par with target      ⬆ Statistically higher than target      ⬇ Statistically lower than target

\* Mean score out of 5 in our community survey.

## Operational projects

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### Completed

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



## Parks and recreation



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G4

G5

G8

G9

G11

G20

G22

We are responsible for maintaining and managing 2,722 beautiful hectares of open space as well as trees in public spaces. We care for 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 State Park.

Our team includes lifeguards who look after the safety of people who visit our 21 beaches with patrols and education. The service also manages trees on public land and handles requests to prune or remove trees on private property.

## Service achievements

### Upgrading open spaces

Council's commitment to developing accessible and attractive open spaces has been recognised by the peak industry body in awarding *Park of the Year* for Lionel Watts Reserve within Frenchs Forest Showground. This park has been transformed from a large underused open space to a vibrant and inclusive park that promotes greater recreation and social connectivity within the community.

Significant progress was made for planning our open spaces for the future:

- endorsed the draft *Northern Beaches Open Space and Outdoor Recreation Strategy and Action Plan 'Let's Play'* for release for community engagement in June 2022. The Strategy will guide future improvements and management of open spaces and outdoor recreation facilities for the next 15 years in a holistic and equitable way.
- adopted the Lynne Czinner Park Plan of Management for this new parkland in Warriewood.
- adopted the *Ivanhoe Park Masterplan and Plan of Management*, for this State significant park. Work has commenced with the reconstruction of the heritage stone bridge.
- adopted the *Wyatt Bike Park Plan of Management* that will enable another off-road bike park to be developed in Belrose.

Off-road biking facilities were upgraded at the Grove facility in Seaforth. The new asphalt pump track provides a beginner to intermediate facility where kids can develop their mountain biking skills before tackling more advanced facilities such as Manly Dam and Bare Creek.

The Circuit Trail at Manly Dam continues to be improved with Council upgrading 2.5km of trail on the northern side of the reservoir. The improvements have increased safety, usability and provide greater protection for the environment and a better recreation experience.

Other improvements projects included:

- accessible ramp onto Collaroy Beach, providing access for people of all abilities
- accessible ramp and bleachers at Clontarf Beach for better amenity and inclusive access
- continued to work with the NSW Government on the Parks for People project to improve County Road Reserve and Nandi Reserve.

A new garden was created at Kalianna Reserve, Beacon Hill. Over 900 native tube stock were also planted across Governor Phillip Park North Palm Beach, Marine Parade Manly and the Manly Scenic Walkway.

### **Enhancing and managing sporting facilities**

We are working with the NSW Government to identify opportunities for shared use of school sports facilities. This year an agreement was reached to share access to two school sportsfields at the Northern Beaches Secondary College campuses at Cromer and Freshwater. These fields are now available to the community for local sport. Council has upgraded the Freshwater field and projects are underway for new lighting at both fields.

Sporting codes were boosted by a range of initiatives:

- renewed grass netball fields at John Fisher Park, Curl Curl
- new netball facility at Warriewood Valley Sports courts, with four new multi-use courts that are very popular with the community and netball players alike
- renewed the synthetic sportsfield at Cromer Park Field 1, with new solutions to stop infill migrating from the site and into waterways. Rubber infill has also been replaced with cork to reduce heat and improve playability
- upgraded the iconic Brookvale Oval in partnership with the Manly Sea Eagles, with the playing surface now meeting the standard of the best National Rugby League grounds in Australia.

Council also provided \$100,000 to eight sporting groups through the Sport and Recreation Infrastructure Grants. This supported improvements in a range of facilities, clubhouses, and tennis court lighting.

A sportsground amenities audit was completed and will guide development over the next 10 years to make our amenities female and family friendly, as well as inclusive and accessible.

### **Keeping everyone safe at the beach**

Our beaches were popular with almost 10 million visitors this year. With safety as a top priority, there were 317,444 preventative actions by Council lifeguards and volunteer lifesavers, as well as 1,372 rescues and 4,045 first aid cases. Preventative actions include directing swimmers to stay between the flags, away from rips, and directing board riders to steer clear of the flags.

To improve surveillance, additional portable Lifeguard Huts were installed at North Steyne and South Curl Curl beaches, providing a clear elevated view close to the water's edge of patrolled areas. At Shelly Beach, an emergency duress alarm was installed to allow for faster response to emergencies. When the button is pushed, patrons can speak to a central communication base to request emergency services to the site.

### **Creating vibrant commercial centres**

Works throughout the year kept our commercial areas safe and attractive with maintenance of paving, gardens, seating, and other furniture. Extra seating was also installed in a variety of locations from Terrey Hills to Balgowlah to Palm Beach.

St David Avenue Park in Dee Why was rejuvenated with new seating and landscaping, creating an attractive place to wait for the bus. The timber boardwalk also provides access to new public amenities in the adjacent Carlyle Building on Pittwater Road.

With funding from two Greener City Grants, advanced trees were planted in areas with minimal tree canopy in commercial and industrial areas in Brookvale, Roseberry Street Balgowlah, and Condamine Street Manly Vale.

### **Managing urban trees**

Street trees and bushland create an important 'Green Grid' across the Northern Beaches to improve liveability, habitat, and streetscape, as well as reduce urban heat. This year over 8,600 trees were planted in public spaces across the Northern Beaches, and an additional 128 were provided to the community as plant give aways. We also managed over 700 applications to remove or prune trees on private land, with Council requiring a new tree be planted for each one removed.

We responded to over 7,000 community requests regarding trees on public land, with over 1,200 resulting from storm events. Major storms in December and March caused extensive tree damage with high volumes of vegetation covering many suburbs. Audits of street trees were completed in Narrabeen ward to identify risks and to reduce tree failure. Future planning is also being addressed in a Tree Canopy Plan which is in preparation for the Northern Beaches.

## Performance

Performance measures	Target	Result 2022	
Rockpools cleaned weekly during summer season and every two weeks outside of summer	95%	95%	✓
Sportsfields mowed weekly in summer playing season and monthly in winter	95%	86%*	✗
Number of trees planted on public land	5,000	8,625	✓
Availability of sportsfields out of school hours as a result of improvement works (playing hours/week)	4,400	4,507	✓

✓ Achieved target     
 ✗ Target not achieved

\*This was significantly impacted by persistent wet weather, limiting machine access to prevent damage to the playing surface. Ground saturation persisted at sites such as Nolan Reserve, Passmore Reserve, Kitchener Park and Warriewood Valley Sportsground.

## Workload measure

## Result 2022

Number of preventative actions by professional lifeguards on patrolled beaches

317,444

## Satisfaction measures - maintain or improve \*

## Target

## Result 2022

Provision of lifeguards on beaches	4.47	4.50	—
Parks and recreation areas (including playgrounds)	3.89	4.00	↑
Sporting fields and amenities	3.74	3.91	↑
Management of trees	3.30	3.32	—
Trails and tracks	3.82	3.89	—
Keeping town centres and villages vibrant (e.g. activities, mixed uses, landscaping)	3.45	3.38	—

— Statistically on par with target     
 ↑ Statistically higher than target     
 ↓ Statistically lower than target

\* Mean score out of 5 in our community survey.

### Operational projects

#### Completed

<b>G9 G20</b>	Undertake plan of management reviews as required
<b>G9 G20</b>	Develop an Open Space Strategy
<b>G9 G22</b>	Work in partnership with NSW agencies to facilitate the use of school land for sports

#### On Target

<b>G5</b>	Develop an "Iconic Tree Register" for trees on public land
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### Capital projects

#### Completed

##### Reserves and parks improvements

<b>G8 G9</b>	Youth facilities
<b>G8 G9</b>	Brookvale Oval Upgrade
<b>G8 G9</b>	Warriewood Valley - public space and recreation
<b>G8 G9</b>	Foreshores renewal program - at Little Manly Boat ramp

##### Playground Improvements

<b>G8 G9</b>	Connecting All Through Play
<b>G8 G9</b>	Little Manly Point Reserve Playground Upgrade
<b>G8 G9</b>	Upgrade of playground at Trafalgar Park (design only)

##### Sportsgrounds improvements

<b>G8 G9</b>	Lionel Watts East - sports storage building
<b>G8 G9</b>	Sportsgrounds - new and upgrades

##### Foreshore and building improvements

<b>G5 G8</b>	Mona Vale Surf Life Saving Club - new building works
<b>G2</b>	Headland fencing and other measures
<b>G12</b>	Collaroy Beach accessible ramp
<b>G8 G9</b>	Rockpool renewal program
<b>G5 G8</b>	Surf lifesaving club minor renewals fund (Manly)

##### Town centre and village upgrades

<b>G5 G9</b>	Commercial centre renewal program
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##### Recreational trails

<b>G5 G9</b>	Recreational trails - renewal program
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**On Target****Reserves and parks improvements**

<b>G8 G9</b>	Manly Dam Boardwalk
<b>G8 G9</b>	North Curl Curl Youth Facility
<b>G8 G9</b>	Freshwater Beach masterplan implementation
<b>G8 G9</b>	Ivanhoe Park Masterplan
<b>G8 G9</b>	Lynne Czinner Park, Warriewood
<b>G8 G9</b>	Reserves renewal program
<b>G8 G9</b>	Frenchs Forest Precinct Park upgrades

**Playground improvements**

<b>G8 G9</b>	Jacka Park playground upgrade
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**Sportsgrounds improvements**

<b>G8 G9</b>	Sports Club Capital Assistance Program
<b>G8 G9</b>	Sportsfield renewal program

**Foreshore and building improvements**

<b>G8 G9</b>	Mona Vale Beach upgrade
<b>G8 G9</b>	Tidal pools refurbishment
<b>G8 G9</b>	Clontarf tidal pool refurbishment

**Behind Schedule****Reserves and parks improvements**

<b>G8 G9</b>	Wyatt Avenue open space - delays were experienced during the planning stage of the project as a site-specific Plan of Management needed to be developed instead of relying on the existing Generic Parks Plan of Management
<b>G8 G9</b>	Oxford Falls Bushland Reserve - bushfire impact study and other environmental investigations need to be undertaken

**Playground improvements**

<b>G8 G9</b>	Playground Renewal Program - behind schedule due to delay in supply of equipment
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**Foreshore and Building improvements**

<b>G5 G8</b>	Long Reef Surf Life Saving Club - new building works - behind schedule due to COVID-related delays and wet weather
<b>G8 G9</b>	Little Manly Beach Masterplan Implementation - delayed by wet weather

**Town centre and village upgrades**

<b>G5 G9</b>	Commercial centre upgrade program - detailed design has been delayed while Ausgrid consider the proposed lighting design, and Council undertakes redesign to accommodate budget changes and increased material costs
<b>G5 G9</b>	West Esplanade activation plan - behind schedule due to delays in completing the irrigation design, contractor availability, and awaiting Ausgrid checks

**Sportsground improvements**

<b>G8 G9</b>	Connecting all Through Play - Active Play - The construction certificate for the lighting at Passmore Reserve has now been received, and work on site is due to commence in July 2022. The project is behind schedule due to delays in obtaining the construction certificate and importing light poles into the country.
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**Delayed****Playground Improvements**

<b>G8 G9</b>	Griffith Park playground - deferred to the 2022/23 financial year because of budget pressures caused by COVID
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**Foreshore and Building improvements**

<b>G8 G9</b>	Dinghy storage - deferred to the 2022/23 financial year because of budget pressures caused by COVID
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## Children's services



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G8 G9 G11 G12

We offer professional care and a high-quality range of services for children aged 0-11 years. Council manages seven long day care centres, over 50 family day educators, four vacation care locations, two pre-schools and one occasional care centre.

Our quality services are made possible and are maintained by strong connections and partnerships within our community and its families.

## Service achievements

### Connecting with community and nature

Family Day Care celebrated National Family Day Care Week through local activities - an excursion to Brookvale Park, and another to watch the play *Edward the Emu*. Each Centre connected to the wider community through our Special Friends Afternoon Tea, such as the Mother's Day inclusive afternoon open to all genders and ages. Manly Community Pre-school provided a free parent event on school readiness with guest speaker from 'Kids First', available to all families.

Harbour View Children's Centre collected items that families found at the beach such as bottle tops, fishing line and corks, to create an artwork, and highlight why we need to keep our waterways clean and protect marine life. The Roundhouse Children's Centre is working with the B & B Highway to support habitat regeneration program. Narrabeen Children's Centre is active in battery recycling, collecting 3kg of batteries from home, as well as attracting donation of another 4kg from the local caravan park.

### Supporting Inclusion

This year we grew our support of children from vulnerable backgrounds:

- 104 children with additional needs
- 40 children at risk of significant harm
- 13 children referred by Women and Children First
- 10 children referred by the Dalwood Spilstead Centre
- 19 children with an Indigenous background.

North Harbour Pre-school educators attended Kimochi training to support emotional development and promote kindness. This program has been successful with children and parents engaging with the characters and implementing the strategies.

A range of inclusion activities added to the experience of children and their families across the service:

- new additional needs families attended in the Winter holidays, and these children received a 'Social Story' to ensure a positive experience on their first visit
- Belrose Children's Centre is extending its inclusion of children with high level additional needs, by hiring specialist equipment
- Children's Centres had book readings in German, Italian, Russian, Portuguese, French and Indian. For pre-school children from non-English speaking backgrounds, our Educators continue greeting them in their culture's language.

**Embedding indigenous culture**


Our Early Learning Centres successfully implemented Indigenous programs into the learning curriculum, to develop connections with indigenous culture. This included 'Ngumpie Weaving' social weaving workshops and 'Bush to Bowl' activities for gardening and producing Indigenous foods. To further support embedding culture, the centres purchased art, rugs, books, and cards from Indigenous owned and operated businesses.



**Flexible services**

North Harbour Children's Centre continues to operate as a multi modal service, seamlessly transitioning from pre-school during school term to vacation care during school holidays. With efficiencies created by using the same location and sharing resources, this multi modal service is planned to continue to operate for the foreseeable future. Council is exploring similar opportunities in other locations.






### Performance

Performance measures	Target	Result 2022
Childcare services that meet/exceed standard for National Quality Framework	100%	100% 

 Achieved target       Target not achieved

Satisfaction measures - maintain or improve *	Target	Result 2022
Provision of childcare services	3.57	3.89 

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

\* Mean score out of 5 in our community survey.

Workload measure	Result 2022
Number of additional needs children enrolled in childcare services	104

**Operational projects**

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**Completed**

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**G8 G11 G12** Implement the Children's Services Strategy**Capital projects**

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**Completed**

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**Childcare buildings**

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**G8 G11** Childcare playground renewal program

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**On Target**

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**Childcare buildings**

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**G8 G11** Children's centres works program

## Community, arts and culture



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G8 G9 G10 G11 G12 G22

We support and facilitate a wide range of social and community services to build social capital and enhance the health and wellbeing of individuals and families. Our programs and events focus on vulnerable communities, the aged, people with disability and youth. They reduce social isolation and strengthen community connectedness.

We provide accessible and affordable facilities at 41 community centres, nurturing creativity with a range of arts and cultural events, and provide creative spaces, a regional art gallery and museum and a performing arts theatre.

## Service achievements

### Community Centres

While the community centres were closed for a significant time in 2021, they have slowly increased in usage since February, and have been in high demand for all types of events including use as pre polling venues for the May Federal election.

In May 2022 implementation of the online booking and payments portal went live providing improved customer experience by enabling customers to browse availability and submit bookings online at any time.

Council continues to make improvements to the facilities it manages including the North Curl Curl Community Centre carpark and reserve upgrade which was completed in June 2022. The update to the facility and carpark has improved community accessibility into and around the building.

### Community Development

Despite the challenges of COVID and adverse weather events during 2021/22, Council continued to provide an array of programs which was well supported with engagement from the community including:

- Over 600 people participated in the *It Takes a Village* program which was launched in April 2022 to inspire and equip the local community to increase social connections and feelings of belonging in neighbourhoods across the Northern Beaches.
- A *Big Ideas Forum, The Kindness Revolution: An evening with Hugh Mackay* was held in March at Glen Street Theatre with around 200 people, which focused on the challenges over the last two years and how we can restore hope, rebuild trust, and inspire optimism.
- An exhibition for International Day of People with Disability featuring an array of artworks showcasing the skills of local students with disability at Warringah Mall Library.
- Council continued to collaborate with key housing and community partners on the Northern Beaches Homelessness Interagency and Case Coordination Group which has housed 30 people into social housing, private rental, and support accommodation over the past year.
- Council hosted the second Northern Beaches Suicide Response Roundtable in May 2022. The Roundtable provided national, state, regional and local updates to more than 70 key services and community groups.

### Socially Sustainable Northern Beaches

Following the adoption of the *Better Together 2040 Social Sustainability Strategy*, A Better Together Leadership group with representatives from local community service organisations has been implemented to embed the strategy and encourage collaboration and capacity building amongst service providers.

A Northern Beaches Community Wellbeing Framework has been developed with a wellbeing and liveability survey conducted through March 2022. Council has engaged in consultation with the community and young people on the development of *Youth Voices Shaping the Beaches Future*, an action plan focused on young people 12-24. And, a new four-year *Disability Inclusion Action Plan (DIAP 2022-2026)* has been developed and adopted by Council.



### **Caring for young people and families**

Several Youth Advisory Group (YAG) members and Council staff supported the inaugural *Have Your Say Day*. Over 25 young people representing nine high schools attended the day with Youth Action facilitating a workshop on Appreciative Inquiry, empowering students to make change through positive conversations.

More than 300 young people aged between 12 -24 signed up for ARTDECKO Skate Deck Art Program run from August to October 2021.

The fourth cohort of YAG assisted staff in organising 24 youth activations as part of NSW Youth Week celebrations, with five YAG members attending the NSW Youth Council Conference to share their learnings with the broader group.

Council partnered with local youth service providers to facilitate three online webinars for parents, carers and young people on Supporting Senior Students, Surviving Year 12, and Transition from primary to high school.

The Adolescent and Family Counselling Service provided 970 free client counselling sessions to young people and their families. The service also hosted:

- two specialised workshops “Connecting as Dads” to increase parenting knowledge and skills for men
- one four-week parenting workshop
- a pilot art program was run supporting disengaged young people to connect, learn through art expression and form social connections in a supported environment.

### **Supporting Seniors**

We are the first Council in Sydney to receive accreditation as a Dementia-friendly Organisation by Dementia Australia, leading the way in making the Northern Beaches a place where those living with dementia can live full lives. Key achievements include dementia friendly training to over 900 staff and conducting audits of key identified community spaces with the participations of member from the Northern Beaches Dementia Alliance.

Meals on Wheels delivered 16,970 meals to older people in the community to enable them to live at home for longer and prevent social isolation including over 221 community lunch meals and 12 social outing meals.

A Seniors Festival program was held from 21 March to 8 April 2022 featuring more than 50 activities and participation of over 1,500 seniors, including two Meet Your Local Seniors Groups mini expos.

### **Community Safety**

Council endorsed the establishment of the Community Safety Advisory Committee to provide guidance to Council on community safety issues and to monitor the implementation of the *Community Safety Plan* progressing several actions including:

- a review of all Alcohol Free Zones across the Northern Beaches
- safety audits and crime prevention measures at emerging locations
- scam awareness webinars to increase safety for seniors online.

Further community safety initiatives involve the establishment of a Youth Outreach Group to increase service coordination to young people and the development of an action plan to guide positive change for young people across the Northern Beaches. In addition, Council has completed a Sexual Assault Research Project in collaboration with students from Macquarie University and local service providers.

#### **Valuing volunteers**

Over 900 volunteers actively supported the Northern Beaches community this year, assisting Council teams including Bushcare, Community Gardens, Cemeteries, Libraries, Meals on Wheels, Manly Art Gallery & Museum, Manly Environment Centre, Manly Visitor Information Centre and the Aboriginal Heritage Office.

Volunteers were recognised for their ongoing commitment to the community at events coordinated for International Day of the Volunteer in December and National Volunteer Week in May. The annual Australia Day Awards Program was held in January, recognising, and celebrating the wonderful achievements of the Citizen of the Year, Young Citizen of the Year, Senior Citizen of the Year, Sportsperson of the Year, Community Event of the Year, and 14 Outstanding Community Service Awards.

#### **Arts and culture**

A Culture Mapping Project was developed in response to a key action in the Arts & Creativity Strategy 2029, providing the evidence base for consolidated understanding of the diverse creative communities living and working across the Northern Beaches.

The innovative project was recognised with a Local Government Professionals Excellence Award 2022 and informed the priority actions included in the Arts & Creativity Action Plan 2023 - 2026.

#### **Arts and Culture - Grant Programs**

The Arts and Creativity Grants provided \$93,177 in funding support to local creatives while the Creative Toolkits workshops provided advice and support. A new temporary gallery was opened in the Mona Vale Civic Centre to complement the Mona Vale Creative studios while Avalon Creative Space and Curl Curl Creative Space hosted a range workshops and exhibitions. The *Eramboo Artist in Residence* program continued, and a *Create at Home* program supported local artists and participants through COVID lockdowns. The new Environmental Art and Design Prize attracted national attention and participation, bringing three high quality exhibitions to Northern Beaches venues.

#### **Public Art**

We continued to implement the *Coast Walk Public Art Strategic Plan* works delivered in Mona Vale Surf Life Saving Club and artists contracted for the Long Reef Surf Life Saving Club, McKillop Park Freshwater, and Robert Dunn Reserve in Mona Vale.

New artwork was delivered in St David Avenue Park in Dee Why and Council reviewed and adopted a new public art commissioning process. We also delivered new street art works at the Tramshed Arts and Community Centre in Narrabeen and Glen Street Library in Belrose.



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

The Gallery's largest exhibition of the year, *Destination Sydney: The natural world* ran from December 2021 to March 2022 and was held in conjunction with Mosman Gallery and the S.H Ervin Gallery. The exhibition featured nine contemporary female artists, with support from the Gordon Darling Foundation. Solo exhibitions from local Aboriginal artists Aleta Wassell and Billy Bain were very popular, as was Peter Sharp's *Accidental Tourist*. Group exhibitions including *Express Yourself* and *To the Edges: 60 Years of Sydney Printmakers* were also well attended.

Public programs continued when possible and included school holiday workshops, artist masterclasses, the Ceramics Spotlight series, and the popular Life Drawing classes. Ask a Curator Day was held on 15 September as an online event.

Engagement on MAG&M's Instagram account increased by 60% resulting from a new online engagement and social media strategy and the Design Shop continued to support and promote local designers, makers, and artists.

### **Glen Street Theatre**

Despite COVID related disruptions we achieved over 34,000 ticket sales this year. The second half of the year saw community groups returning to the stage with 38 staged events to over 7,000 audience members. The NSW Government Discover and Parent vouchers continued to be very popular with over \$126,000 of value in vouchers being redeemed this year. An upgrade to the air-conditioning system for the Theatre auditorium markedly assisted patron comfort with future works to upgrade to other public areas of the venue in the pipeline.

This year saw ongoing strengthening of the Glen Street Theatre Membership program with overall engagement increasing by 37% on the previous subscription model. The change has received positive feedback from community and industry stakeholders and Glen Street Theatre will continue to focus on growing opportunities and value for its members.

Programming continues to show growth in the comedy market after sold out success of the Melbourne international Festival Comedy Roadshow and Ahn Do, and the newly introduced Adventure Film series achieving 75% engagement.

## Performance

Performance measures	Target	Result 2022	
Number of volunteers who actively participate in ongoing Council programs	1,500	777*	✘
Number of Meal services	18,000	16,970**	✘
Number of clients for Youth and Family counsellors	250	719	✔
Youth and Family counselling sessions	800	971	✔
Number of people attending community development events/ programs	17,300	12,622***	✘
Number of people attending arts and culture events/ performances	123,400	61,152***	✘
Community centres: user satisfaction (mean score of hirer's survey out of 5)	4.00	4.43	✔
Number of networks and partnerships with community groups/organisations	15	32	✔

✔ Achieved target      ✘ Target not achieved

\* COVID restrictions limited volunteer opportunities through parts of the year. Persistent wet weather also restricted some volunteer activities.

\*\* Several factors restricted the meals program. COVID restrictions and lockdowns paused the community lunches and social outings for some months. Some senior clients also moved from their homes to enter aged care facilities, so no longer required the service.

\*\*\* COVID closures, ongoing restrictions, and audience hesitancy limited participant numbers.

## Workload measure

	Result 2022
Number of information and referral enquiries	437

## Satisfaction measures - maintain or improve \*

	Target	Result 2022	
Facilities and services for youth	3.21	3.29	—
Facilities and services for older people	3.55	3.45	—
Facilities and services for people with disabilities	3.21	3.34	—
Arts and cultural facilities (e.g. Glen St Theatre, Manly Art Gallery and Museum)	3.75	3.46	↓
Community centres	3.61	3.70	—

— Statistically on par with target      ↑ Statistically higher than target      ↓ Statistically lower than target

\* Mean score out of 5 in our community survey.

### Operational projects

#### Completed

<b>G8</b>	Develop a Social Sustainability Strategy and action plans to address community priorities
<b>G12</b>	Develop a new Disability Inclusion Action Plan
<b>G11</b>	Develop wellbeing indicators to measure community resilience, capacity and connections

#### On Target

<b>G10</b>	Implement the Coast Walk Public Art Strategic Plan
<b>G9</b>	Plan for a creative community precinct at Mona Vale
<b>G9</b>	Deliver creative spaces at Mona Vale Civic Centre
<b>G11 G22</b>	Implement Gatekeeper training program for suicide prevention
<b>G9 G22</b>	Deliver the performance space at Mona Vale Public School with the State Government

#### Behind Schedule

<b>G11 G22</b>	Investigate the establishment of community Hubs in strategic locations - this project has commenced but is running behind schedule due to the impacts of the COVID pandemic. This affected our ability to engage with social service providers who were experiencing increased service demands, conflicting priorities, and staff shortages
<b>G10</b>	Develop a plan for Glen Street Theatre, including the activation of the former restaurant site - no complying tenders were received in October for operation of the restaurant area. Operational implications of the loss of this space for the Theatre are yet to be resolved through a precinct masterplan and Glen Street Theatre business plan

### Capital projects

#### Completed

#### Community centre improvements

<b>G9</b>	Community buildings works program
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#### Cultural improvements

<b>G8</b>	Manly Art Gallery - art works
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<b>G10</b>	Glen Street Theatre renewal works
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#### On Target

#### Art works

<b>G10</b>	Gallery Artwork Purchases
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#### Community centre improvements

<b>G9</b>	Community centres minor works program
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#### Cultural improvements

<b>G10</b>	Coast Walk - art trail
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<b>G10</b>	Coast Walk - Aboriginal art and signage
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#### Behind Schedule

#### Art works

<b>G10</b>	Theo Batten Bequest purchases - part of the program is delayed, awaiting a Council decision on the status of the roof lettering project, and Development Application approval
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#### Community centre improvements

<b>G9</b>	Warriewood Valley community centre new works - project tender documents have been drafted and further reviews are in progress. Construction commencement has been deferred until 2022/23 to resolve funding issues that have resulted in a project delay
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<b>G10</b>	Creative Arts Space design works - Mona Vale - works are on hold pending a review of options for the whole of the Library, Administration building and the Memorial Hall precinct
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## Library services



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals



Providing opportunities for all our community to learn and develop throughout their lives, our library service consists of six libraries in Dee Why, Forestville, Belrose, Manly, Mona Vale and Warringah Mall in Brookvale. There are also four community libraries in Avalon, Terrey Hills, Seaforth, and Freshwater which are also supported by Council.

These spaces are well utilised and provide opportunities for literacy and education, community connection and skills development.

## Service achievements

### Valued Social Institutions

Our library services are one of our most valued social institutions in the Northern Beaches and have continued to support our community during the pandemic, ensuring contemporary, popular collections are available in both print and digital platforms.

During the 2021/22 financial year:

- almost 1.1 million items were borrowed
- there were over 470,000 visits to our public libraries
- nearly 199,000 members of our library service continued to borrow items, attend programs and events, volunteer or browse our local history portal 'History Hub'
- a total of 560 of our members received a tailored home library service, which provides valuable recreational and education material to those in our community unable to visit our libraries.

### Creative and connected communities

In response to the challenges provided by the COVID pandemic, Northern Beaches Library services found new ways of engaging with our community. More than 9,500 members of our community attended a program with a choice of over 440 programs on offer. Many of our programs were safely and quickly adapted to online delivery including our HSC lecture series and online story times. Once regular activities recommenced in February and the library was again able to provide a varied and popular programming and events calendar including makerspace workshops, a seniors' festival, youth led events and our ever-popular school holiday programs.

In a first of its kind in NSW, Council delivered an innovative library services with the introduction of a custom-built Creative Library at Manly Library. The space not only provides opportunities for our community to connect and learn with local artists and exhibitions but also the opportunity to explore their creativity in a welcoming and accessible space.

### Digital inclusion

Our digital library services have continued to play a pivotal role in supporting our community. This is demonstrated by the continued growth in popularity of our e-collections with over 347,000 loans of our digital collection this year. In recognition of the increased customer demand, additional funds and resources have been redirected to improve our digital collections. In line with this the Northern Beaches Library app, which allows you to access your library anywhere and at any time, continues to grow in popularity with more than 143,000 launches this year alone.

One of the most popular digital destinations continues to be the History Hub which received more than 1,611,955 page views in the last twelve months. This online portal, provides instant access to photographs, videos and oral histories. Our local studies team continues to focus on the preservation of our rich collections, with more than 39,050 items digitised and accessible on this platform.



### ***Improved Spaces and Places***

In response to community feedback, many of our spaces have undergone significant changes in the last twelve months. Forestville Library has been transformed into an accessible and contemporary community space with a current trial for 24/7 access to the library currently underway. In addition, Manly, Mona Vale, Forestville, and Warringah Mall Libraries have rejuvenated spaces and improved collection layouts due to the installation of new mobile shelving. This shelving was provided by grant funding from the State Library of NSW, offering opportunities for flexible layouts to accommodate larger events and activities.

In line with community expectations, both Forestville and Manly libraries purchased podcasting booths. These sound-proof booths provide community members with the ability to record podcasts, music or voice-overs providing a unique service for the community to create, connect and learn.

In conjunction with assistance from the NSW Government, Glen Street Library was upgraded to include an outdoor all-weather amphitheatre, community garden, colourful mural, and native beehive. The space was developed with feedback from the community to optimise use of the facility to cater for exhibitions, live music, and author talks.



## Performance

Performance measures	Target	Result 2022	
Annual growth in e-loans	10%	3%*	✘
Satisfaction with library programs (Net Promoter Score: % promoters)	50%	81%	✔
Satisfaction with Home Library service (Net Promoter Score: % promoters)	50%	N/A**	

✔ Achieved target      ✘ Target not achieved

\* Once COVID restrictions eased, E-loans subsided. There was however significant growth in the previous two years (of 44% and 26%).

\*\*As a result of COVID risks, client surveys could not be undertaken with Home Library Service customers as the survey for these patrons is in person rather than online.

Satisfaction measures - maintain or improve *	Target	Result 2022	
Library services	4.23	4.25	—

— Statistically on par with target      ↑ Statistically higher than target      ↓ Statistically lower than target

\* Mean score out of 5 in our community survey.

**Operational projects****Completed**

<b>G9</b>	Develop a Library Strategy
<b>G8</b>	Achieve dementia friendly accreditation across appropriate library services
<b>G12</b>	Develop a program of works for digitising library resources
<b>G9</b>	Review opportunity to provide 24/7 access to the physical library space

**Capital projects****Completed****Library upgrades**

<b>G9</b>	Library book stock
<b>G9</b>	Mona Vale library upgrades and new works
<b>G9</b>	Library buildings works program
<b>G9</b>	Forestville Library renewal works
<b>G9</b>	Public Library Infrastructure Grant

**Community Space and Learning**

<b>G12</b>	Library books replacement
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**On Target****Community Space and Learning**

<b>G9</b>	Library local priority grant purchases
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# Transport, traffic, and active travel



## Environment

Protection of the Environment

Environmental Sustainability

## Social

Places for People

Community and Belonging

## Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

## Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

- G6
- G8
- G16
- G17
- G22

We work to ensure sustainable and efficient management of Council’s road and transport assets to meet community needs. We utilise our asset management system to maintain 844km of roads, and more than 15,000 car spaces, including seven parking stations, and over 50 beach and reserve parking locations. We also manage footpaths, kerbs and gutters, bus shelters, guard rails, bridges,

pedestrian bridges, causeways, retaining walls, pedestrian crossings, roundabouts, bike paths and associated infrastructure, wharves, boat ramps and tidal pools. Our transport strategies guide the construction of new facilities to the transport network such as footpaths, shared paths, and traffic facilities. We also provide road safety educators and the Hop, Skip and Jump bus service.

## Service achievements

### **Restoring our tidal pools and wharves**

There are six operational tidal swimming enclosures that Council manages across the Northern Beaches, giving a diverse range of recreational opportunities. Our tidal pool program is aimed at ensuring these facilities are well maintained for community use.

Council manages 38 wharves across the local government area. Upgrade works on Bells Wharf and Carols Wharf on Scotland Island were substantially completed in 2021/22 and minor repairs undertaken at Tennis Court, Taylors Point, Cargo, and Eastern wharves on Scotland Island.

### **Responding to storm events**

During the February and March storm events Council undertook road closures, installed safety barricades, fixed potholes, flooding and drainage related issues and reinstalled damaged signs. Our team responded to over 5,100 requests including potholes, blocked drains, stormwater and flooding, footpath and roadside maintenance issues. In addition to this the team also responded to approximately 200 landslips and sinkholes managing geotechnical professionals and contractors to clear the road network of debris and maintain a safe transport network.

### **Making our roads safer**

Council manages a road (sealed and unsealed) and bridge network that is 844km in length. Our road assets are managed to a high standard to meet the needs of our community.

Some of the key projects over the past year include:

- over 67 sections of road resurfacing, to a total of 58 streets spanning 13km of the road network at a cost of \$7.84m. Major reconstruction works included a part of McIntosh Road, near Beverley Job Park Narraweena, Oaks Avenue, Dee Why and Dundilla Road, Frenchs Forest
- responding to a significant road stability issue at 344 Whale Beach Road requiring urgent road safety management and a geotechnical engineering solution
- a raised pedestrian and bicycle crossing on Campbell Avenue, Dee Why, making this hazardous crossing point much safer
- traffic calming works on Anana Road, Elanora Heights have reduced traffic speeds through this school zone area
- funding from the Federal Stimulus School Zone Infrastructure Program, totalling \$8.57m over 18 months, prioritised the development and delivery of road safety infrastructure projects around local schools. Council had discussions with six schools to improve road safety for their 3,000 students
- the Australian Government's Black Spot Program targeting specific road locations to reduce the further risk of high frequency crashes occurring
- carparking improvements completed in Surfview Road, Mona Vale.



### **Road safety matters**

Highlights of the road safety program delivered to the community included:

- free child car seat restraint checks for 272 families with 85% of seats adjusted to improve safety for 473 children
- school road safety audits of five local schools, benefitting 2,500 students
- 10,000 people receiving the Roads Safety calendar
- a road safety blitz 'Share the Road' safety campaign to encourage safer driving by motorists and encourage more people to ride bikes on our local roads to ease traffic and parking congestion
- online workshops 'Driving off to a good start' for supervisors of learner drivers to help them understand their responsibilities, including the use of the learner driver logbook and the laws and conditions for learner and provisional drivers.

### **Supporting electric vehicles**

Five Ausgrid distribution kiosks have been upgraded to JOLT electric vehicle chargers providing free fast charging for the first 7kWh. These are in Dowling Street, Freshwater; 21 Oaks Avenue, Dee Why; Darley Street, Forestville and two in the Mona Vale Town Centre.

### **Expanding our active travel network**

New footpaths, renewing existing footpaths and kerb ramps are paramount for pedestrian safety. In the 2021/22, over 20 new footpaths were completed, improving active travel options, and adding 8.4km of footpaths to Council's network.

The Active Travel program delivered projects through the Active Transport and Federal Stimulus funding has constructed four shared paths.

Upgrades have been made to approximately 3km of new and renewed road kerb and gutter and 54 pedestrian access kerb ramps to improve and assist disability access and parents with prams.

### **Awards for Transport & Civil Infrastructure**

Council won the prestigious NSW & ACT Engineering Excellence Award for Rehabilitation of Richard Road, Scotland Island - Offshore Road and Drainage Construction.

The Citi Powers Partnership Award was jointly won with Environment, Resilience and Climate Change team for our role in the Electric Vehicle charging station in Mona Vale.

### **Caring for our public places**

Daily general inspections of public places are conducted across the Northern Beaches, including commercial centres, parks, reserves, beaches, and local streets to ensure these locations are clean and safe for residents and visitors.

Council's Public Place Officer (PPO) team has continued meeting with business owners and shopkeepers to provide assistance, answer enquiries and maintain strong lines of communication with Council.

### **Helping you out and about**

The Hop Skip Jump buses provides four services Monday to Friday and two services on weekends. There have been 150,000 commuters travelling on the service this financial year. This bus service links Seaforth, Balgowlah Heights, Clontarf, Manly Vale, Fairlight, Manly and Fairy Bower.



## Performance

Performance measures	Target	Result 2022	
New assets completed for the planned active travel program	100%	100%	✓
Condition of local roads - average pavement condition - rated very good to satisfactory	90%	94%	✓
Number of Hop Skip and Jump passenger trips	330,000	151,054*	✗
Public transport patronage - bus trips locally and to City, Chatswood and Macquarie Park	37 million	16.8 million*	✗

✓ Achieved target     
 ✗ Target not achieved

\* COVID lockdowns and ongoing restrictions kept passenger numbers down to maintain social distancing.

Satisfaction measures - maintain or improve *	Target	Result 2022	
Condition of local roads	3.11	3.01	—
Footpaths	3.18	3.15	—
Bike paths	3.14	3.03	—
Bus shelters	3.66	3.72	—
Parking	2.77	2.93	↑
Traffic management	2.79	3.07	↑
Wharves and boat ramps	3.75	3.74	—

— Statistically on par with target     
 ↑ Statistically higher than target     
 ↓ Statistically lower than target

\* Mean score out of 5 in our community survey.

## Operational projects

### On Target

**G16 G17** Plan smart parking infrastructure across the Northern Beaches

**G17 G22** Implement Transport Plans which support the Transport Strategy - Parking, Bike, Road Safety, Public Transport, and Freight

### Behind Schedule

**G8** Develop accessibility maps for all major town and village centres - program is behind schedule due to resourcing challenges

**G6 G17** Implement walking plan and pedestrian access and mobility plans - four footpaths are behind schedule because of delays caused by availability of materials (associated stormwater works are also required and there are supply chain issues in obtaining pipes)

**G16 G22** Develop transport plans to support the transport strategy - parking, public transport, and freight plans - draft Parking Plan almost completed ready for internal review

**G16 G17** Undertake a review of the community transport service - the initial timeframe of the review has been pushed out as bus patronage has reduced due to COVID and normal operating data is required to support the review

## Capital projects

### Completed

#### Active travel - cycleways and footpaths

**G17** Streets as shared spaces - Manly and The Strand  
Dee Why

#### Road and related infrastructure upgrades

**G16** Bus stop renewal

**G16** Kerb and gutter renewal works

**G16** Road re-sheeting program

**G16** Kerb and gutter new

#### Wharf Upgrades

**G16** Carol's Wharf renewal works

#### Car parks and parking stations

**G16** Car park renewal works

**G16** Multi storey car parks renewal works

### On Target

#### Active travel - cycleways and footpaths

**G17** Triangle Park North - Dee Why Town Centre

**G17** Fern Creek Bridge and shared paths

#### Roads and related infrastructure upgrades

**G16** Scotland Island roads and drainage improvements

**G17** Church Point masterplan boardwalk extension

**G16** Safer schools infrastructure - school zones

#### Wharf upgrades

**G16** Wharves works program

#### Plant & Fleet

**G16** Light Fleet renewal

## Behind Schedule

### Active travel - cycleways and footpaths

G17	Bike Plan implementation - new works - two jobs have had minor delays in the construction phase due to wet weather and are continuing on a revised schedule
G17	Connecting Communities cycleways program - construction of the Newport to Avalon section has been deferred to allow for additional community engagement and design development
G17	Connecting Communities footpaths program - construction has been deferred to allow for additional community engagement and design development
G17	Footpath new - delays caused by constrained resourcing and availability of materials
G17	Narrabeen Lagoon pedestrian and cycle bridge - delayed due to wet weather and is expected to be completed in September
G17	Footpath renewal works - the Federation Boardwalk component has been delayed in obtaining heritage approval and to avoid the penguin breeding season

### Road and related infrastructure upgrades

G16	New traffic facilities - delayed by the impacts of COVID and wet weather
G16	Warriewood Valley - traffic and transport infrastructure - delays were caused earlier in the year by the need for stormwater design at several sites
G16	Accelerated traffic facility delivery - delays caused by COVID and wet weather
G16	Retaining wall renewal works - delays have been caused by COVID and wet weather
G16	Bridge renewal works - the Ocean Street Bridge works have been delayed by lagoon conditions

### Wharf upgrades

G16	Church Point commuter wharf expansion - investigation - project behind schedule due to delays considering the Church Point Parking Demand Management Strategy report
G16	Bells Wharf renewal works - behind schedule because of delays in pontoon manufacture caused by the restricted availability of materials

### Car parks and parking stations

G16	Smart parking infrastructure project has been detailed into a program of work with several sub projects - with the sensors as one project and digital permits as a separate project due to the contractual issues around the permit printing with rates. Both projects are being delivered sequentially in the 22/23 and 23/24 program
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### Plant and fleet

G16	Major plant renewal - due to manufacturing and transport issues related to COVID, the remaining replacements were delayed
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### Delayed

#### Roads and related infrastructure upgrades

G16	Church Point new infrastructure - project deferred due to COVID funding issues
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# Economic development, events, and engagement



## ● Environment

Protection of the Environment

Environmental Sustainability

## ● Social

Places for People

Community and Belonging

## ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

## ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G8 G10 G11 G13 G15 G21

Supporting the vibrancy and success of 74 village and town centres and celebrating all facets of the community with a variety of events and festivals each year, including citizenship ceremonies. This service helps make the Northern Beaches an exciting place to live, visit and work. Over 10,000 businesses are supported by a series of business events and through strong partnerships with local Chambers of Commerce. We promote the Northern Beaches as an exciting visitor destination

and manage the Manly Visitor Information Centre and the 'Hello Manly' brand. We plan and deliver community engagement, online and in person on a wide range of Council's projects, and around 21,000 subscribed residents receive regular updates on local engagement opportunities. The service manages multiple websites, promotes Council's services, programs and events, liaises with the media, and provides in-house design and content services.

## Service achievements

### **Business Support Service**

The Business Support Service continues to provide support to our community and has managed 521 cases. Most enquiries have been financial support (Council and NSW Government) for businesses impacted by COVID, as well as changing business restrictions. There have also been a significant number of enquiries for setting up a business on the Northern Beaches, especially home-based businesses and outdoor permits.

### **Back to Business**

Council launched the *Back to Business* program in September 2021 to help businesses reopen in-line with the NSW Roadmap to Recovery. Businesses submitted their ideas through an online form for how Council could support them to reopen under COVID restrictions. The program received 161 submissions with 45 permits issued and 57 cases closed as business as usual.

### **Business Support Service - Flood response**

In response to the flood event on the Northern Beaches in March, the business support team visited 21 village/town centres and spoke to approximately 100 affected businesses, offering support. Once government grants were available the team revisited businesses with flyers on flood support available to them.

### **Destination Management Plan**

The Destination Management Plan (DMP), *Destination Northern Beaches: Creating a Sustainable Visitor Economy*, was adopted by Council at the 28 September 2021 Council Meeting. It is the first ever tourism blueprint to guide the growth of the visitor economy, while protecting the local environment and social values.

One of the key actions in the DMP is to implement off-season visitor campaigns via a destination campaign targeting potential visitors from regional NSW and metropolitan Sydney to come and visit Manly.

In May 2022, Northern Beaches Council was also announced as being successful in its bid to host the LGNSW Destination and Visitor Economy Conference in May 2023.

### **Northern Beaches Economic Development Strategy**

The draft EDS will go on exhibition in late 2022. A draft Northern Beaches Economic Development Strategy (EDS) is being developed to deliver a thriving and sustainable economy over the next 10 years and beyond. The draft EDS has been informed through extensive local business engagement, including a series of one-to-one interviews with range of businesses and education providers, a business survey and number of workshops and briefings with the Economic & Smart Community Strategic Reference Group.

### **Small Business Month**

In March 2022, Council held a business event at Dee Why RSL on the topic of *Rethinking Your Business and Build Success in Uncertain Times* as part of the NSW Government Small Business Month. This included a workshop run by Realise Business on how to prepare for and manage shocks and stresses, acknowledging the challenges facing our business community in recent times, as a consequence of COVID and storm events.

### **Activating local places**

Council continued to support the activation of local spaces through a variety of initiatives across the Northern Beaches.

We contributed to the beautification of Manly with the installation of pot plants in various locations in the Corso and fairy lights in the fig tree. We received grants to deliver the following activations:

- Australia Day - music and roving entertainment in Newport, Collaroy, Manly and Dee Why.
- Make Music Day - musicians performed at Narrabeen, Forestville, Dee Why and Newport.
- Festival of Place - Summer Night Fund Manly *Family Fun Fest* with family friendly entertainment and live music at Manly.

Council partnered with community and businesses to deliver activations at Fairlight, Avalon and Forestville and partnered with Investment NSW on the *Your Street Your Party* program with street parties carried out at Fairlight and The Strand, Dee Why in May.

We successfully won a grant from Investment NSW to activate our CBD, Manly in May 2022. Council with the support of the new not-for-profit tourism group, Experience Manly created a new event to showcase the diverse visitor experiences in Manly. Over 10 days, more than 77,000 visitors came to Manly and visitor spending increased by 24% over that period.

### **Events for everyone**

Due to the risk of COVID and the stay-at-home orders in place for Greater Sydney, Council made the decision to cancel and/or postpone several events scheduled to be held between June and December 2021, Council's top priority was the health and safety of staff, community and visitors.

Council recognised national military commemorations including, Vietnam Veterans and Battle for Australia Day, as well as other significant events like NAIDOC Week and Sorry Day. These were promoted through Council's digital channels including social media, electronic newsletters and via the website.

### **Citizenship Ceremonies**

Council delivered online and in person ceremonies throughout the year, in accordance with the NSW Health Orders at the time. We held over 32 online ceremonies with 1,479 people becoming citizens. Council returned to delivering in person citizenship ceremonies from January 2022 with four ceremonies conducted and 522 people becoming citizens.

### **Picnic in the Park**

Picnic in the Park went ahead at Lakeside Park, Narrabeen. Over 4,416 tickets were sold, with local families attending, bringing their own picnic and enjoying a fun, entertaining event.

### **Partnerships**

Two major partnerships were delivered, including hosting the first year of Council's partnership with Surf Life Saving New South Wales (SLSNSW) for their State Championships, VolleyFest and the World Surf League (WSL) Surf Pro.

The SLSNSW Championships and VolleyFest were significantly impacted by the floods at the time with only a small program being able to proceed. World Surf League ran their full Challenger Series event and added one round of the World Long Board Championships to the program.

#### **Taste of the Beaches**

Due to the NSW Health Orders at the time of planning, Council again delivered an alternative option to allow the community and visitors to celebrate all things food and drink across the Beaches throughout the month of May. Council delivered two events, the Palm Beach Wine Garden and Taste of Manly. The Food Truck Party was cancelled due to weather. Council supported local business through a grants program that helped over 41 business to host their own unique event. We also delivered two signature events, the Manly Beer and Wine Garden and Market Lane Live.

#### **ANZAC Day**

Council's dawn service was delivered at Manly Dam with a pre-dawn service and 11am service and march being delivered at Manly. All services were well attended along with the march recognising local service men and women. Additionally, a light display was shown on the façade of Manly Town Hall with imagery commemorating ANZAC Day including local hero's, lone soldier, and poppies.

#### **PLAY MANLY**

PLAY MANLY, was a new 10-day festival aimed at attracting visitors back to Manly, reactivating the beachside CBD by both day and night. The free event showcased the diversity of experiences on offer for people of all ages through six themes: Light, Art, Music, Food, Games and Stories and attracted over 77,000 people.

#### **Australia Day**

Celebrate Australia was run as a campaign over a number of days in the lead up to, and on Australia Day. The events included, our Australian Made Markets, Food Truck Party and an Australian themed Open Air Cinema, screening Red Dog. On Australia Day we held our Citizenship Ceremony, the two Aquatic Centres held pool parties and music and entertainment was available at Manly, Dee Why, Collaroy and Newport.

#### **World Food Markets**

The World Food Markets were significantly impacted by weather during this time with three out of six planned events cancelled. Two events were delivered at Beverley Job Oval (one whilst raining), one was delivered at Killarney Heights Oval, a new site that was well received.

#### **Sun Run**

The 7km and 10km fun run saw 4,301 registrations taking on the picturesque course from Dee Why Beach to Manly. Over \$70,000 was raised for many charities across NSW with the highest funds raised going to the Northern Beaches Women's Shelter.

#### **International Women's Day (IWD)**

Our annual IWD Breakfast was held at the Manly Pacific with 260 in attendance. Guest speaker Anyier Youl, one of the world's leaders in the area of social change, discussed the theme of 'Break the Bias' to the sell-out crowd, whilst \$4,248 was raised for two local charities, Women & Children First and the Northern Beaches Women's Shelter.



### **Open Air Cinema**

Our Open Air Cinema was held at Lionel Watts Oval for two nights in March. Showcasing two family friendly movies, *Sing* and *Space Jam: A New Legacy*. Wet weather and COVID impacted event numbers however, both nights were able to go ahead, and attendees enjoyed the evening along with free popcorn.

### **Manly Jazz Online**

The community was able to re-live some of their favourite past performances as we showcased Jazz over the October long weekend. Over 13 performances were highlighted via Council's social media accounts, website and YouTube channel.

### **Remembrance Day**

A reduced ceremony with restricted numbers was held in person at Manly Dam to commemorate Remembrance Day. Additionally, a catafalque party march and bugler were present at the Manly Cenotaph.

### **Christmas Events**

Our two annual Christmas carol events were able to take place: Christmas Choral Concert at Manly and Christmas by the Beach at Dee Why. However, both events were restricted by density numbers in line with NSW Health Orders.

### **New Year's Eve Fireworks**

Community firework events took place at Manly, Bayview and our newest site at Lionel Watts. This was our first major event delivered since COVID restrictions were removed from events.

### **Community engagement**

Community consultation was planned and/or undertaken on a total of 130 projects in the financial year.

Significant projects engaged on included:

- Frenchs Forest Town Centre Development Control Plan.
- Draft Resilience Strategy - *Withstand. Adapt. Thrive.*
- Manly Dam Link Trail.
- Planning Our Sustainable Future - Discussion Paper.
- Ivanhoe Park (including Manly Oval) Masterplan and Plan of Management.
- Wakehurst Parkway Flood Mitigation.

### **Key metrics**

#### **Online traffic**

- 40,242 unique visitors to the Your Say website.
- 82,582 Your Say website visits.
- 32 percent of visits stayed active on the site for at least one minute.

#### **Notifications**

- 200 Electronic Direct Mail (EDM's) sent inclusive of fortnightly news.
- A total of 530,501 emails sent with:
  - an open rate of 50.7 percent
  - a click rates of 7.6 percent
  - an unsubscribe rate of 1 percent.

#### **Participation**



- 9,987 online submission/comment forms were completed.
- seven face to face or online engagement sessions.


#### **Conversions**

- One contribution was made every four percent of visits.
- At least two actions were performed for 15 percent of visits.







## Performance




Performance measures	Target	Result 2022	
High impact projects - webpages updated at least every three months	85%	64%*	
High impact projects - Council decisions communicated to stakeholders within 30 days	85%	90%	
Annual growth in businesses registered on Council's contact database	10%	-4%**	

 Achieved target       Target not achieved

\*A number of projects have been delayed or deferred due to COVID or resourcing issues. As the projects didn't progress the Have Your Say web content reflected the current status and updates were not required.

\*\*Total registrations fell by 4% to a still healthy level of almost 14,000. This was due to data cleansing and some businesses withdrawing from the business support service.

Satisfaction measures - maintain or improve *	Target	Result 2022	
Community events and festivals	3.85	3.52	
Consultation with the community by Council	3.01	3.17	
Keeping town centres and villages vibrant (e.g. activities, mixed uses, landscaping)	3.45	3.38	
Encouraging local industry and business	3.23	3.31	

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

\* Mean score out of 5 in our community survey.

**Operational projects****Complete**

**G15** Implement the destination management plan

**On Target**

**G8 G21** Revise the Community Engagement Framework

**G15** Develop and implement an Economic Development Strategy

**Capital projects****Completed****Town and village centre activations**

**G8 G9** Dee Why Town Centre - Design

**G8 G9** Dee Why Town Centre - Construction Phase 1

**Delayed****Town and village centre activations**

**G8 G9** Avalon place plan implementation - with the development of the Avalon Place Plan on hold, this design project has been delayed

## Property and facilities



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals



We manage and maintain 528 community and civic buildings across the Northern Beaches. This includes our two aquatic centres, two sport and recreation centres, two cemeteries, as well as holiday accommodation facilities at Sydney Lakeside Holiday Park and Currawong.

We manage and regulate outdoor dining through a permits/licence system and provide cleaning and maintenance of 116 public toilet facilities.

## Service achievements

### **Supporting our tenants through COVID**

Council has a large number of community groups and businesses that use Council buildings, the vast majority of which were impacted by COVID restrictions. As part of Council's continual support of the community, impacted lessees and licensees continued to receive rent deferrals and subsidies to assist them to recover. Additionally, outdoor dining fees were waived again for the entire year, building on the support provided from the prior financial year.

### **Currawong Cottages**

The restoration work undertaken to transform Currawong has been recognised with an award from the Building Designers Association of Australia (BDAA). The BDAA is the peak body that represents, advocates for, promotes and connects building designers throughout Australia.

Council earned the 2021 National Design Award for the Heritage building/adaptive reuse category.

Work has also commenced on another four cabins supported by funding from the NSW State Government. This work utilises the same design approach and sustainability principles in the upgrades of the previous cabin works and looks to continue to update the site to the benefit of current and future visitors.

### **New Public and Beach Amenities, Lifeguard facilities and Mona Vale Surf Life Saving Club**

The new public amenities in Apex Park opened in Mona Vale housing one accessible cubicle, a family cubicle, and an ambulant cubicle. The new beach amenities and lifeguard premises opened at Mona Vale Beach. The lifeguard facility is now centrally located with stunning views across the beach. The new amenities improved capacity and accessibility, additional showers and toilets and provision for baby change.

Within the same precinct, a new fit-for-purpose surf life saving club building at Mona Vale was officially opened on 5 June 2022. Set over two levels, the spacious and environmentally friendly clubhouse has 1690m<sup>2</sup> of space which includes a new cafe, restaurant, nippers' facilities, storage for the local board riders club, function space, a first aid room, family change facilities, and improved accessibility.

The building also addresses existing safety issues and reduces long-term maintenance costs by implementing environmentally sustainable initiatives including solar panels and using recycled rainwater. The project delivers on the future needs of the Mona Vale Surf Life Saving Club which provides a valuable service to the community and significantly benefits our professional and volunteer lifeguards.

***Jamison Park facilities***

In response to the devastating building fire at Jamieson Park, Narrabeen the area has been made safe and temporary amenities installed for the community while a replacement building is constructed.

***Buildings upgrades and improvements***

A range of upgrades and improvements to the community's buildings were undertaken, including community centre works at Elanora Heights Community Centre, Cromer Community Centre, Avalon Recreation Centre and Mona Vale Bowling Club. While the works are minor in nature, they have had a large impact on improving the facilities.

Improvements have also been made to the Queenscliff Surf Life Saving Club building. This includes additional storage, community space, updating to modern compliance and accessibility requirements and modernising the building for club members and the community.

***Continuing to focus on improving our public amenities***

Public amenities are a key service that Council continues to try and improve. A new cleaning contract with increased day cleaning teams was put in place, structured to deliver our public toilets in as clean as possible a state every day of the year.

Additionally, a number of new public amenities were constructed including in Apex Park, adjacent to the new courts in Boondah Road Warriewood, at the Mona Vale beachfront and at Long Reef Beach (due to be opened in September 2022), with design works also progressing for replacement amenities at the Forestville shopping centre, Shelly Beach and Rowland Reserve and an additional amenity at Little Manly Point.





## Performance

Performance measures	Target	Result 2022	
Total visitation to swim centres - Manly and Warringah Aquatic Centres	842,840	596,772*	✘
Learn to Swim attendance - Manly and Warringah Aquatic Centres	90,400	70,193*	✘

✔ Achieved target     
 ✘ Target not achieved

\*Attendances were down due to COVID closures (Q1), ongoing COVID restrictions (Q2), and Department of Education limits on spectators at school carnivals (Q3)

Satisfaction measures - maintain or improve *	Target	Result 2022	
Condition of public toilets	2.98	3.17	↑
Facilities and services for youth	3.21	3.29	−
Facilities and services for older people	3.55	3.45	−
Facilities and services for people with disabilities	3.21	3.34	−
Warringah and Manly Aquatic Centres	3.96	4.02	−

− Statistically on par with target     
 ↑ Statistically higher than target     
 ↓ Statistically lower than target

\* Mean score out of 5 in our community survey.

## Operational projects

### Complete

<b>G9 G11</b>	Focused improvement of Surf Life Saving Club facilities
<b>G15</b>	Currawong Cottages and surrounds - refurbishment modernisation and environmental works
<b>G12</b>	Implement priority accessibility improvements to property assets
<b>G8</b>	Continue to improve the provision and cleanliness of public amenities

### On Target

<b>G19</b>	Implement the property strategy and associated actions
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## Capital projects

### Completed

#### Aquatic Centre improvements

<b>G9</b>	Warringah Aquatic Centre renewal works
<b>G9</b>	Manly Aquatic Centre renewal works

#### Cemetery Works

<b>G20</b>	Mona Vale Cemetery Works Program
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#### Civic building and compliance works

<b>G5</b>	Operational buildings works program
<b>G5</b>	Sport buildings works program
<b>G15</b>	Sydney Lakeside Holiday Park renewal works
<b>G5</b>	Beach buildings works program
<b>G9</b>	PCYC renewal works

#### Public amenities improvements

<b>G9</b>	North Curl Curl youth public amenities
<b>G9</b>	Balgowlah Oval amenities
<b>G9</b>	Public amenities works program
<b>G9</b>	Clontarf Reserve amenities renewal

### On Target

#### Public amenities improvements

<b>G9</b>	Little Manly Point amenities
<b>G9</b>	Porters Reserve Clubhouse change space
<b>G9</b>	Forestville town centre new amenities

#### Emergency buildings program

<b>G2</b>	Duffys Forest Rural Fire Station - new works
<b>G11</b>	Marine Rescue Broken Bay Building - new works
<b>G2</b>	Terrey Hills Emergency Services Headquarters
<b>G2</b>	Emergency buildings works program

#### Civic Building and compliance works

<b>G5</b>	Currawong Cottages - new cottages, games room and amenities
<b>G8</b>	Pittwater Golf Driving Range renewal works

#### Cemetery Works

<b>G20</b>	Manly Cemetery Columbarium new works
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## Governance and assurance services



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G19

G20

G21

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 for Council meetings and meetings of strategic reference groups and committees, support legislative compliance and enterprise risk management.

## Service achievements

### Governance

In November 2021 Council returned to holding meetings in person in the Dee Why Chambers after a period of remote online meetings during the COVID pandemic. Since this time, Councillors have also been able to attend meetings remotely under certain circumstances demonstrating the capacity of Council to support participation in meetings to meet situational circumstances.

During 2021/22 Council held 11 meetings with all agendas and minutes placed online in accordance with the established timeframes.

### Newly Elected Council

Following the local government elections on 4 December 2021, Council welcomed eight returning Councillors (who served in the previous council term), seven new Councillors and provided a comprehensive induction program for all incoming Councillors.

The newly elected Council held its first meeting on 29 December, at which time Cr Michael Regan was elected Mayor, to serve until September 2023 and Cr Candy Bingham was elected Deputy Mayor, until September 2022.

The new Council also completed several early governance requirements to establish and confirm its arrangements including a review of ward boundaries, a revised Code of Meeting Practice, the setting of councillor fees and superannuation and reviewing and confirming policies for expenses, legislative compliance as well as introducing guidelines for interactions between Councillors and staff.

Council established its committee framework in March 2021, and has appointed Councillors to committees including:

- Audit, Risk, and Improvement Committee
- Traffic Committee
- Strategic Reference Groups
- Community Safety Advisory Committee
- Chief Executive Officer Performance Review Panel
- Currawong State Park Advisory Committee
- Manly Warringah War Memorial State Park Advisory Committee
- Narrabeen Lagoon State Park Advisory Committee
- Rural Fire Service Bush Fire Management Committee
- Northern Beaches Indoor Sports Centre Board
- PCYC Advisory Committee
- Warringah Council Trust for Acquisition of Environmentally Sensitive Land
- NSW Metro Public Library Association
- The Sydney Coastal Councils Group.

***Internal Audit and Complaints Resolution***

The Northern Beaches Council Audit, Risk, and Improvement Committee (ARIC) has been established to promote good corporate governance at Northern Beaches Council. The objective of the ARIC is to provide independent assurance and assistance to the Council on risk management, controls, governance, organisational performance and improvement and external accountability responsibilities.

During 2021/22 the Audit Risk and Improvement Committee (ARIC) held five meetings, discussing issues of public importance such as Council and community resilience in the face of events such as COVID and severe weather, and the financial, emotional, and operational aftermath.



### Performance

Performance measures	Target	Result 2022	
Enterprise risk registers reviewed and current	100%	100%	✓
Internal audits undertaken in line with the strategic Internal Audit Plan	80%	100%	✓

✓ Achieved target     
 ✗ Target not achieved

Workload measures	Result 2022
Number of complaints	356
Number of compliments	178

**Operational projects**

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**Complete**

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<b>G20</b>	Deliver an effective complaints management and resolution framework
<b>G19</b>	Deliver the Internal Audit program in line with the Internal Audit Strategic Plan
<b>G21</b>	Support the local government election
<b>G19</b>	Induct newly elected Council



## Customer service



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G19

G20

G21

The Customer Service team delivers high-quality front-of-house services to the community and internal customers across four customer service centres in Avalon, Dee Why, Manly, and Mona Vale.

They manage customer calls and visits to service counters and ensure information for customers is robust and easy to use.

## Service achievements

The team continued to do an outstanding job of supporting the community during the COVID lockdowns and subsequent reopening. We were able to maintain continuity of service with minimal disruption finding innovative ways to work around analogue systems and processes. The level of service and exceptional performance of the team was of such a high standard that the team was recognised nationally, winning the *National Local Government Customer Service Network (NLGCSN) Awards 2021 Customer Service Team of the Year*.

### Service improvements and capacity building

The Customer Service team continued to deliver strong efficiency and productivity scores. The productivity improvements can be attributed to the following innovations:

- improvements to the Waste and Ranger related customer requests so they flow through 24/7 to Council's after-hours staff, meaning these customer requests are no longer limited by operating hours
- the self-service portal continued to gain traction with more than a 300% increase in impressions from the community, 430 articles updated, and 86 new articles added
- our call customer satisfaction achieved a high of 93%. The call satisfaction surveys moved from after-call to SMS, increasing the response rate from 3% to 17%. This improvement means customers can give us their feedback when it suits them rather than at the time of call

- the Customer Activity Tracker (CAT) continued to be embedded. This tool was developed to track counter customers, transaction type and time. This productivity measuring tool allows us to fine tune resourcing and make the necessary improvements to optimise face-to-face service
- our quality assurance program was fully developed with a reporting dashboard. We do centralised call listening and score, against industry benchmarked criteria and uploaded in real-time to a personalised dashboard. This empowers the managers to focus on individual areas of development and provide personalised training.

The Voice of the Customer feedback program was recognised at the NSW Local Government awards, winning in the Customer Experience category.

## Performance

Performance measures	Target	Result 2022	
Customer satisfaction with service calls	85%	93%	✓
Customer satisfaction with online requests	80%	88%	✓
Telephone enquires resolved on the first call	75%	78%	✓

✓ Achieved target     
 ✗ Target not achieved

Satisfaction measures - maintain or improve *	Target	Result 2022	
Information on Council services	3.53	3.43	—
The performance of staff dealing with your inquiry	3.83	3.85	—

— Statistically on par with target     
 ↑ Statistically higher than target     
 ↓ Statistically lower than target

\* Mean score out of 5 in our community survey.

**Operational projects**

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**Complete**

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<b>G11 G20</b>	Enhance the customer experience across the organisation
<b>G20</b>	Improve and review the customer portal to enhance customer experience and accessibility
<b>G20</b>	Develop and implement a consistent feedback approach across all customer contact channels

## Corporate support services



### ● Environment

Protection of the Environment

Environmental Sustainability

### ● Social

Places for People

Community and Belonging

### ● Economic

Vibrant Local Economy

Transport, Infrastructure and Connectivity

### ● Civic

Good Governance

Partnership and Participation

### Supporting CSP goals

G5 G18 G19 G20 G22

This service primarily provides back-of-house functions including finance, human resource and WHS management, and information management systems.

This supports the efficient delivery of services to the community.

## Service achievements

### Funding community projects

Council is a capable partner with Government to deliver services and infrastructure for our community. This year Council received income from operational and capital grants and non-developer contributions totalling \$24.2m from the Federal and \$30.1m from the State Government.

Council also applied through-out the year for competitive federal and state grants for priority community projects. The following applications were successful with the projects to be delivered over coming years:

- \$2.1m from the Places to Roam program to provide an off-road connection to encourage cycling and walking between Ku-ring-gai and the Northern Beaches LGAs
- \$1.6m from the Places to Roam program for the McKillop Park Boardwalk and Artwork
- \$0.8m from the Metropolitan Greenspace Program for upgrades to the North Harbour Reserve and to the pathway between Bayview and Church Point
- \$0.5m from the Streets as Shared Spaces Program to reconfigure traffic flow and increase space for pedestrian movement
- \$0.3m from the Crown Reserves Improvement Fund for weed management at nine locations
- \$0.2m from the Everyone Can Play Program to upgrade Forestville Memorial (Poppy) Park playground
- \$0.1m from the Coastal Estuary Implementation Program for three dune restoration projects.

Details of the full range of grants received is included in the 'year in review' section of this report and the Annual Financial Statements Note B2-4.

### Digital solutions for service improvement

Our digital services continued to grow and improve with more online services for customers.

New additions this year included:

- an interactive cultural map to allow residents to explore cultural activities and related businesses in local area. Residents can now search for arts and cultural activities for kids, locate creative businesses to collaborate with and find venues for gigs or rehearsals
- now customers can apply and pay online for crane over, public road applications, road opening applications and permits and Government Information Public Access applications
- an online back to business expression of interest form to capture the ideas of local business owners to understand how Council can support their recovery
- a Community Bike Connections web map promoting safe bike trips within the Northern Beaches.

Other significant digital and on-line improvements included:

- new functionality to enable customer requests to be received and allocated efficiently outside of business hours
- improved online customer request map usability and accuracy
- improved online customer request overflow bin form/process

- simplifying the library customer satisfaction feedback survey available on a kiosk at each library
- online booking of Manly Dam picnic tables
- online customer portal for Community Centre bookings
- improved SMS customer notification delivery service
- payments online for pre-lodgement meetings, building material on foot paths, as well as subdivision and work zone applications
- customers are now able to choose alternate delivery options for Manly Residential Parking Permits with the period for these permits extended from four to six weeks prior to expiry
- further automation of the Developer Contributions process to improve the user experience.

#### **Optimisation of Digital tools for staff**

We continued to provide new and improved ways of working for Council staff which helps them provide better experience for our customers by the introduction of:

- SAP success factors modules related to recruitment and onboarding, employee central payroll and time and attendance, providing a contemporary employee experience across key stages of the employee lifecycle
- improving Council's online customer request management solution for our customer service team
- a reporting tool to assist with tracking customer requests in our records management system
- enhanced workflow requests for damaged driveway customer with improvements to the Development Application process and automating of invoices
- Rangers receiving customer requests out of hours on weekends and public holidays
- the footpath location app for recording pavement status including repairs
- the rollout of the Street Blade (Sign) tracking tool
- using spatial analysis to improve the efficiency of delivery of street trees to households
- a new telephony solution for Glen Street Theatre
- online cyber education for staff, to support safeguarding customer information.

#### **Award recognition**

Based on the positive changes seen in the 2022 employee survey results, Council was awarded the Voice Project's 2022 Change Champion Award, which recognises organisations who achieve exceptional improvements in work practices and employee engagement over time. Employee feedback showed a significant improvement in engagement making Northern Beaches Council one of the top change achievers among enterprise sized organisations (1,000 or more staff, which achieved 3% positive change or higher).

### **IGNITE program**

The IGNITE program focused on supporting and developing the organisation to continue improving our services using the Australian Business Excellence Framework (ABEF) adopted by Council. This proactive approach to improvement placed Council at the forefront of innovation and high-performance in NSW local government, allowing us to support the corporate goals and strategies, and ultimately supporting the resilience and wellbeing of the community.

The IGNITE Improvements system is a bespoke register of improvement ideas which monitors the benefits derived from implementation. This year, 118 improvements were implemented, bringing the total number of registered improvements to over 300 in the last three years. These key improvements have resulted in a range of benefits, including reduced time and improved service to the community.

### **Integrated Planning and Reporting framework updated**

Our Integrated Planning and Report framework has been revised in consultation with the community and the new elected Councillors. The updated framework was adopted in June 2022 and comprises:

- the Community Strategic Plan which captures our community's long-term vision, goals and aspirations for the area out to 2040
- a Resourcing Strategy consisting of a 10-year Long-Term Financial Plan, Asset Management Strategy and Plan as well as a four year Workforce Management Strategy
- a four-year Delivery Program and one year Operational Plan.

The Framework will guide Council decision making on responding to community priorities over the next three years and ensure we have the necessary people, finances, and assets to deliver the services the community expects.

### **Catalyst Leadership Development Program**

Over 120 People Leaders have now completed the Catalyst leadership development program.

### **Thrive Wellbeing Program**

At Council, wellbeing is about more than just making sure employees stay safe. Our Thrive program focuses on seeing employees well on every level, including physical wellbeing, mental wellbeing, positive connections and improving our environment for wellbeing.

### **Making a Difference - Recognition Program**

The *Making a Difference* program is all about recognising contributions and celebrating success. Over the last 12 months we have seen over 3,140 forms of recognition via the program.



## Performance

Performance measures	Target	Result 2022	
Correspondence replied to within 10 working days	90%	93%	✓
Operational projects completed or on schedule	80%	89%	✓
Capital projects completed or on schedule	80%	72%*	✗
Quarterly, annual and statutory reports submitted to Council on time	100%	100%	✓
Voluntary staff turnover rate	≤13%	16%**	✗

Financial performance measures	Target	Result 2022	
Operating performance	>0%	4.53%	✓
Unrestricted current ratio	>1.5x	1.9	✓
Own source operating revenue	>60%	82.52%	✓
Debt service cover ratio	>2 x	7.25	✓
Rates and annual charges outstanding	<5%	3.63%	✓
Cash expenses cover ratio (months)	>3	5.59	✓
Building and infrastructure renewal ratio	>100%	112.67%	✓

✓ Achieved target     
 ✗ Target not achieved

\*The work program has been disrupted during the year due to COVID restrictions, availability of contractors, supply change issues associated with materials and significant wet weather events

\*\*Resignations increased following the return to the workplace after COVID lockdowns, and the job market opening up. Over the preceding four years the turnover has been lower, ranging 7%-11%.

Satisfaction measures - maintain or improve *	Target	Result 2022	
Council as an organisation over the past 12 months	3.41	3.58	⬆️

— Statistically on par with target     
 ⬆️ Statistically higher than target     
 ⬇️ Statistically lower than target

\* Mean score out of 5 in our community survey.

### Operational projects

#### Completed

<b>G19 G20</b>	Present Council's Quarterly Budget Review Statement, Annual Report and Financial Statements
<b>G19 G20</b>	Review the Asset Management Strategy
<b>G19 G20</b>	Review the Long-Term Financial Plan and Council's ongoing financial sustainability
<b>G20</b>	Develop the Delivery Program, Annual Operational Plan and Long-Term Financial Plan
<b>G19 G20</b>	Review and update the Workforce Plan
<b>G20 G21</b>	Review the Community Strategic Plan and its Resourcing Strategy

### Capital projects

#### Complete

#### IT improvements

<b>G18</b>	Smart Beaches
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#### On Target

#### IT improvements

<b>G20</b>	IT software new works
<b>G20</b>	Computers, laptops, and mobile devices - replacement

#### Behind Schedule

#### IT improvements

<b>G20</b>	IT infrastructure - new works - Network Switches Phase A is delayed due to supply chain and resource constraints (staff illness and recruitment)
<b>G20</b>	IT infrastructure replacements - the CCTV replacement is behind schedule, due to delays in sourcing expert resources to undertake this project