



northern  
beaches  
council

# **September 2019 Quarterly Report on Service Performance - Implementing the Operational Plan 2019/20**

# Introduction

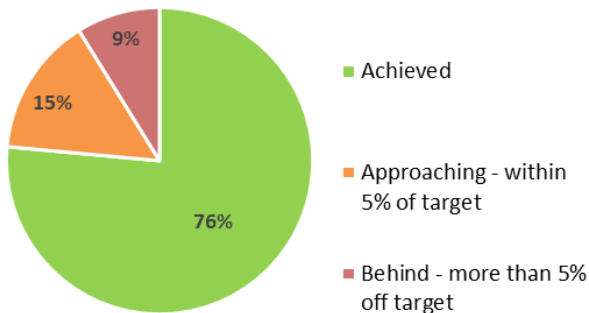
This is a report on progress in implementing the Operational Plan 2019/20 for the quarter ending 30 September 2019. It is structured by 16 key services, with detail on service highlights, progress of projects, and the performance of services and finances. An overview of performance is below with further detail on the accompanying service pages.

Of the 239 projects, 93% were either progressing or completed (comprised of 95% of operational and 91% of capital projects). In total, seven projects are completed. Council's target is for 80% of all projects to be completed or progressing on schedule by 30 June 2020.

Of the 34 quarterly performance measures, 76% have been met and a further 9% are approaching their target. One indicator is unable to be measured at this time as a mechanism for feedback is yet to be developed.

## Performance at a glance

### 34 Performance indicators



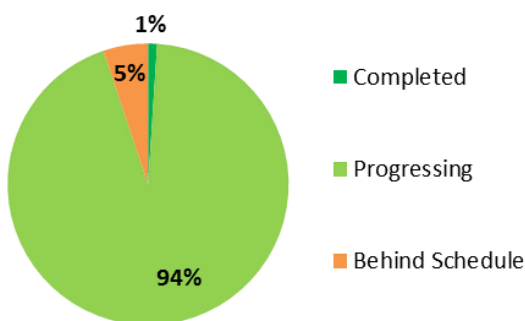
### 4 Awards and Recognition

N = National

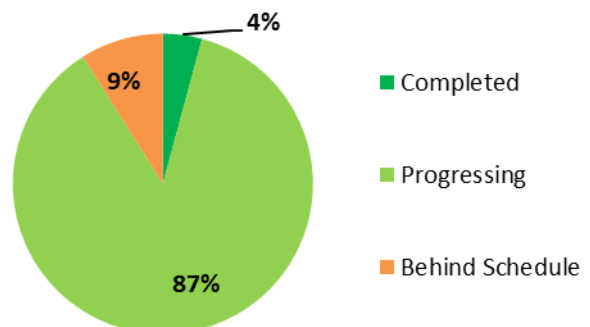
- ❖ **Finalist - Climate Change Champion Award** (N) - programs in environmental sustainability - Cities Power Partnership
- ❖ **Finalist – Sustainable Transport Achievement** (N) – Move Northern Beaches Transport Strategy - Cities Power Partnership
- ❖ **Runner-up - Best in Class Contact Centre (under 30 seats)** (N) - Government Contact Centre Awards
- ❖ **Highly commended – Youth Week Award** – Northern Beaches Youth Programs - NSW Department Communities and Justice

## Project status: overall 93% completed or progressing on schedule

### 97 Operational projects



### 142 Capital projects



Each service summary includes a short update on projects for the quarter:

Key: Complete Progressing Behind Schedule

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# Environment and Sustainability

## HIGHLIGHTS

### Coast, catchment and estuary management

Council undertakes an extensive program to protect, preserve and manage our coast and waterways. Some of the quarter's highlights included:

- Ongoing rehabilitation and restoration work at Curl Curl Lagoon, funded by Council and an Environmental Trust grant from the NSW State Government.
- Collaboration with neighbouring Councils to develop coastal management programs for the Hawkesbury-Nepean Estuary and Sydney Harbour. This includes grant applications to develop a coastal management program, as well as a coastal zone emergency action sub-plan for the open coast.
- Construction work to protect public assets along Collaroy-Narrabeen Beach are underway. The construction process is 14-weeks through an 18-week program. A number of private development applications have been finalised, while tenure arrangements are being negotiated between residents and the State Government. Financial assistance for up to 20% of the cost of construction works has been confirmed for eligible properties (split 50/50 between Council and New South Wales Government); the process of applying for and providing these funds has been finalised, and is now open for submissions.

### Bushland and Biodiversity

We've executed 40 bush regeneration contracts for 2019/20 to protect and improve native habitat at 350 bushland reserves. On ground, works have commenced with bush regeneration works in 23 reserves. Other actions to protect bushland and biodiversity included:

- Planting over 5,000 native plants and 700 native trees.
- Pest animal control to reduce the pressures on native wildlife and plants has resulted in fumigation of two fox dens, and culling of three foxes and 168 rabbits during the quarter.
- Council, in partnership with the Royal Botanic Gardens, Mt Annan, are working to preserve and protect the critically endangered Scrub Turpentine (*Rhodamnia rubescens*). The plant is found throughout the Bayview, Newport and Avalon localities, and has been severely impacted by Myrtle Rust (*Uredo rangellii*) a fungal plant pathogen. Many populations have already been lost, however some persist and the Royal Botanic Gardens have taken material for propagation from these populations.

### Bushfire Control

The Bushfire Team worked with Strategic Planning to finalise the Northern Beaches Bushfire Prone Land map for public exhibition. The map has now been sent to the NSW Rural Fire Commissioner for final approval.

With the early bushfire season announcement on 1 September 2019, we have worked closely with the fire authorities to ensure that Council reserves are ready for back burning if required and where burning is not achievable (due to weather and environmental constraints), that we address the fuel loads with manual removal.

### Stormwater and Floodplain activities

Council's holistic efforts to reduce flooding risk have included undertaking studies, developing floodplain risk management plans and engaging with the community. The Ingleside, Elanora and

Warriewood Overland Flow Flood Study and Newport Flood Study were both adopted by Council in August.

### Environment Centres

The Manly Environment Centre (MEC) cataloguing project is progressing well with more than 10,304 resources catalogued to date. Interns from China and local community volunteers are currently involved in the project. MEC volunteers worked over 400 hours this quarter. The Macquarie University Professional and Community Engagement (PACE) Program is continuing in 2019 with a request from the Computing Faculty with another project designed for their students. Ten students are developing an App for “Watts What – The Watt Watchers Energy Guide”.

During the quarter, 56 schools visited the Coastal Environment Centre (CEC). This included the hosting of students from Odawarra, Japan, as part of the annual exchange programme. Officers also hosted 14 schools for National Tree Day in partnership with the Bushcare Team, held a Community Rock platform tour and 45 delegates from the Environmental Health Conference visited the CEC for a micro plastics talk and demonstration in partnership with AUSMAP.

During the July school holidays the CEC held 13 holiday programs which were well attended.

An exciting innovation this quarter was the creation the Sugar Gliders Club, a nature engagement club aimed at pre-schoolers and their parents started in July and has been running once a month in various locations in the Northern Beaches. Each month has been fully booked with up to 25 families engaged in each workshop.

### Corporate sustainability

During this quarter, Council continued to deliver programs to enhance environmental sustainability and increase resilience to climate change. This included the continued rollout of the accelerated street lighting replacement program with over 70% of residential road lights now replaced with more energy efficient LED lights. Council continued to generate and claim Energy Saving Certificates for energy efficiency upgrades under the NSW Energy Saving Scheme with over \$40,000 in net returns received to date. These funds will be reinvested in Council's Energy Savings Initiatives Works Program to drive further reduction in corporate carbon emissions.

Council celebrated the introduction of four Battery Electric Vehicles (BEVs) to its light fleet with the aim of reducing costs and cutting carbon emissions. These vehicles will be joined by a further two BEVs and six plug-in battery vehicles across the fleet by 2020. Council also resolved to include 30% renewable energy as part of its electricity contract, a move that will further reduce our corporate carbon emissions.

### Climate Change Adaptation


We received a grant from Local Government NSW to develop a Climate Resilience Design Guide. This guide will be developed in partnership with the Institute for Public Works Engineers Australia and Dubbo Regional Council. The guide will complement Practice Note 12.1 - Climate Change Impacts on the Useful Life of Infrastructure.

Performance Measures – Environment and Sustainability	Target	September Quarter
Bush regeneration by contractors (hectares)	>45 ha	85.5ha

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

Workload Measures – Environment and Sustainability	September Quarter
No. sustainability education events	78
No. people attending sustainability education events	7,521
Gross pollutants removed from stormwater networks (tonnes)	183
No. DA referrals for assessment of environmental controls	315

## OPERATIONAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

### Progressing on schedule



#### **Deliver programs to protect and restore our catchments, waterways and coast**

In the past quarter, a request for tender (RFQ) was issued for the review of Council's approach to implementing creek riparian controls, and a two-year baseline water quality study of creeks in the Ingleside area was completed. Lagoon, headland and dune bush regeneration works are underway across a number of sites.

Creek rehabilitation works at Frog Hollow Reserve in Avalon and Frenchs Creek in Forestville were completed in the quarter.

Significant effort continues to be placed into resolving Development Applications for private protection works at Collaroy-Narrabeen.



#### **Deliver environmental sustainability programs and enhance resilience to climate change**

During this quarter, Council continued to deliver programs to enhance environmental sustainability and increase resilience to climate change. This included the continued rollout of the accelerated street lighting replacement program with over 70% of residential street lights now replacement with more energy efficient LED lights. Council continued to generate and claim Energy Saving Certificates for energy efficiency upgrades under the NSW Energy Saving Scheme with over \$40,000 in net returns received to date. These funds will be reinvested in Council's Energy Savings Initiatives Works Program to drive further reduction in corporate carbon emissions.

Council celebrated the introduction of four Battery Electric Vehicles (BEVs) to its light fleet with the aim of reducing costs and cutting carbon emissions. These vehicles will be joined by a further two BEVs and six plug-in battery vehicles across Council's fleet by 2020. Council also resolved to include 30% renewable energy as part of its electricity contract, a move that will further reduce Council's corporate carbon emissions.

We also received a grant from Local Government NSW to develop a Climate Resilience Design Guide. This guide will be developed in partnership with the Institute for Public Works Engineers Australia and Dubbo Regional Council.

In acknowledgement of the Council's Sustainability team's achievements, the team were recognised as finalists in the Climate Change Champion Award at the Cities Power Partnership Awards held in August 2019.



### **Deliver effective and engaging sustainability education and volunteering programs**

The Greener Communities Program includes activities of the Coastal Environment Centre (CEC) in Narrabeen, the Manly Environment Centre (MEC), environmental volunteers and a wide range of Community Sustainability initiatives.

At the MEC, the cataloguing project is progressing well with more than 10,300 resources catalogued to date. MEC volunteers worked over 400 hours this quarter. The Macquarie University Professional and Community Engagement (PACE) Program is continuing in 2019 with a request from the Computing Faculty with another project designed for their students. Ten students are developing an App for Watts What – The Watt Watchers Energy Guide.

More than 7,000 students from 56 different schools have visited the CEC so far this year. This included the hosting of students from Odawarra, Japan, as part of the annual exchange program. In addition 45 delegates from the Environmental Health Conference visited the CEC for a micro plastics talk and demonstration in partnership with AUSMAP. During the July school holidays the CEC held 13 holiday programs which were well attended.

We are working with Sydney Water on a water savings partnership. The aim of this partnership is to reduce water consumption by businesses across the local area. An officer position jointly funded by Council and Sydney Water is engaging with local business to provide guidance and assist in the implementation of water saving practices and devices.

Work on the draft Sustainability Business Program is continuing with testing and refining of the tools and resources with local businesses.

The Bushcare volunteers have contributed 543 hours this quarter across the 54 active sites in the area. An additional 216 hours have been contributed by those who volunteer at the two community nurseries. In addition, corporate bushcare volunteers contributed 154 hours of work across the quarter. Corporate volunteering has increased in popularity over the past few months, one corporate has booked in monthly volunteering days for its staff and the overall number of corporates participating is increasing.



### **Deliver programs to protect our community from the effects of flooding**

The Northern Beaches flood program is on target with a number of important projects adopted and progressed during the quarter.

The Ingleside, Elanora and Warriewood Overland Flow Flood Study and Newport Flood Study were both adopted by Council in August.

The Manly to Seaforth Floodplain Risk Management Study and Plan has commenced with brand new topographic data being utilised to ensure the flood regime accurately reflects on-ground catchment conditions. This will be useful in the future evaluation of floodplain management options.

McCarrs Creek, Mona Vale and Bayview Floodplain Risk Management Study and Plan is underway with the model updated to reflect new rainfall patterns. The shortlisting of floodplain management options for investigation is under way.

The initial community consultation was undertaken for the Greendale Creek Flood Study. This will assist the engineering consultant undertaking the study to inform the determination of flood risk in the catchment.

A major review of floodplain management data, processes and planning controls has commenced. This will improve the clarity of the planning controls and provide a better customer experience through the development process for flood prone lots.

Re-lining of various stormwater assets within the Manly area was completed. The remainder of the remediation of headwalls within an open section of creekline at Winbourne Road, Brookvale, was also completed, including landscaping of the banks. During September re-lining of various stormwater assets in Frenchs Forest was completed.



### **Investigate and implement viable options to reduce minor flooding on Wakehurst Parkway**

The Wakehurst Parkway investigations are focused on identifying and implementing any feasible options to reduce the frequency of flooding of the Wakehurst Parkway roadway.

A draft feasibility study has been prepared for discussion with external agencies.



### **Investigate Scotland Island Wastewater feasibility**

Council received funding from the New South Wales Government to conduct an independent investigation into the commercial feasibility of the supply of water and wastewater services to Scotland Island. The project is being administered by Council with the involvement of a working group comprising local representatives.

The consultants have finalised the options report and discussed preferred options with the community working group. They are now assessing the shortlisted options for commercial feasibility, which is the final step of the project. Professional peer review of the project is continuing.

The project is expected to conclude by December 2019.



### **Deliver programs to protect and restore bushland including threatened species, pest species and bushfire risk**

Council is continuing its trial of alternate herbicides with several alternatives now being trialled including a natural pine oil based herbicide.

We completed expert bushland and biodiversity advice for 127 development assessment referrals, provided advice for 21 pre-lodgement meetings, attended three Local Planning Panel meetings, and assessed two planning proposals and two site compatibility statements.

The team collaborated with internal and external stakeholders to deliver nine Biodiversity Month events throughout September. The events engaged more than 1,000 community members.

Workshops were held with National Parks and Wildlife Services and Department of Planning Infrastructure and Environment to develop a plan to improve protection of Little Penguins.

Council's Pest Animal Control Program operated in major reserves with 168 rabbits culled, culled three fox and fumigated two fox dens during the quarter.

The Invasive Species Team undertook 35 weed inspections and completed 53 weed and pest customer requests. Council's trap hire program leased 26 traps for the control of vertebrate pest species on private property during the quarter. After receiving numerous reports the team installed swooping bird warning signs in hot spot areas. Officers also installed Wildlife Protection Area signage, cats and dogs prohibited, across five high conservation bushland



reserves; Ingleside Chase, Irrawong Reserve, Dee Why Lagoon, Warriewood Wetlands and Narrabeen Creek Boondah Reserve.



### **Develop and implement the Environment and Climate Change Strategy**

Development of the Northern Beaches Environment and Climate Change Strategy has continued. The draft was revised following community engagement and endorsed by Council for public exhibition. Public exhibition will be completed by the end of October.

Work has commenced on development of the Climate Change Action plan, one of the action plans aimed at implementing the Strategy.



### **Environment Study**

The Environment Study is being prepared to support the development of the Local Strategic Planning Statement, the Local Environment Plan and the Development Control Plan for the Northern Beaches.

A draft background paper was prepared and reviewed by staff. The Study was finalised and placed on public exhibition together with the Local Strategic Planning Statement, Towards 2040. Public exhibition closes in November.



### **Narrabeen Lagoon Entrance Management Strategy**

The strategy is investigating a range of entrance management options to develop a long term sustainable plan for the management of Narrabeen Lagoon entrance. An engineering consultant has been engaged to prepare a detailed specification for the strategy in consultation with relevant industry experts and stakeholder groups.



### **Provide a range of inclusive and accessible environmental education programs**

The Community Sustainability team is actively working with the Youth and Community Development team to develop a program of inclusive and accessible educational events across the community. Venues, activities and workshops are chosen to include accessible and inclusive locations and content for people of all abilities linking with Council's Disability Inclusion Action Plan.

Work is currently underway to install accessible toilet facilities at the Coastal Environment Centre, North Narrabeen, to improve accessibility and enable greater use of the facility by all.

## CAPITAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule 

### Coastal Protection Works



#### Collaroy-Narrabeen Coastal Protection

This project relates to construction works to protect public and private property on Collaroy-Narrabeen Beach including road ends, public parks, South Narrabeen Surf Life Saving Club, and Collaroy carpark. The public works need to be aligned with the works being undertaken by residents to protect private property.

A number of private development applications have been finalised, while tenure arrangements are being negotiated between residents and the State Government. Financial assistance for up to 20% of the cost of construction works has been confirmed for eligible properties (split 50/50 between Council and New South Wales Government); the process of applying for and providing these funds has been finalised, and is now open for submissions.

Construction of coastal protection works are continuing at Collaroy-Narrabeen beach to protect Collaroy carpark, the first and largest of 11 public assets requiring protection. Works are on track to be completed in October.

### Stormwater program



#### Planned stormwater new

This program is for the delivery of new stormwater infrastructure. During July and August, community engagement planning was undertaken in relation to landscape design and construction of a new water quality treatment device and stormwater inlet screen at Crown of Newport Reserve. Onsite community engagement has been scheduled for the October.



#### Warriewood Valley creekline works

This project will deliver works to mitigate flooding and improve the creekline ecosystems in Warriewood Valley, including reconstruction of the creek bed and banks, and revegetation of the riparian corridor.

Works to reconstruct 130 metres of creek corridor at 29-31 Warriewood Road, including revegetation of the banks, were completed in August. Planning for the next section of works in upper Fern Creek has begun with designs due for completion in November and construction scheduled in 2020.



#### Planned stormwater renewals

This program is to renew existing stormwater infrastructure. Re-lining of various stormwater assets within the Manly area was completed. The remainder of the remediation of headwalls within an open section of creekline at Winbourne Road, Brookvale, was also completed, including landscaping of the banks. During September re-lining of various stormwater assets within Frenchs Forest was completed.

Planning and design work continued throughout the quarter. Designs are being finalised for water quality treatment devices at North Steyne, Manly, to improve the quality of discharge

onto Manly Beach. Preliminary designs and construction specification documentation to remediate the stormwater outlet at Fairy Bower pool has been further developed. The final draft design for Bower Lane, Manly, drainage works is currently under review. The design request for quotation for the water quality device at Dee Why Beach has been developed. A field survey for the drainage works in Alexander Street Collaroy has commenced.



#### **Reactive stormwater renewals**

This provides for minor renewal works to be carried out on the existing stormwater network. This ensures that the assets are maintained in good condition and local flooding issues are addressed.

Closed-circuit television (CCTV) investigation was undertaken at multiple locations to assess asset condition and determine relative priorities for repair work. Minor pipe patching and pit remediation works undertaken at various locations.

Quotations have been received for a package of major pipe-patching works across the Northern Beaches. The works were identified through previous investigations and will restore assets to their original service level.



#### **Gross Pollutant Trap renewal works**

Preliminary designs and hydraulic modelling has been completed for the gross pollutant trap renewal works at North Harbour Reserve and final designs are being prepared.

### **Water and Energy Saving initiatives**



#### **Andrew Boy Charlton Aquatic Centre installation of solar**

A development application has been lodged for installation of solar panels on the Manly Andrew Boy Charlton Aquatic Centre.



#### **Energy Saving Initiatives works program - special rate variation**

This project delivers energy efficiency upgrades and the installation of solar panels in the former Pittwater area. Planning work is continuing for energy efficiency works at Sydney Lakeside Holiday Park, Narrabeen, and Mona Vale Administration Centre. Draft specifications have also been developed for the installation of additional solar panels on Boondah Depot, Warriewood.

Establishment of an Urban Night Sky Place at Palm Beach Headland is expected to result in energy savings as installation of low energy lighting to reduce upward lighting is planned. Advertising for members to join a project working group has taken place and nominations from the community have been received.



#### **Energy Saving Initiatives works program - revolving energy fund**

The works undertaken as part of this program include energy efficiency upgrades and solar panel installation. Preparation for solar panel installations at five sites across the area is underway with draft specifications completed for each site. The sites are Manly Senior Citizens Centre, Belrose Community Centre, Glen Street Library, Belrose, and Harbour View Children's Centre, Seaforth.



#### **Water Saving and re-use initiatives - special rate variation**

This project delivers water saving and water re-use initiatives in the former Pittwater area. Irrigation water sourcing controls were installed at Pittwater Rugby Park, North Narrabeen

Reserve and Careel Bay Playing Fields. Preliminary works were also undertaken for recommissioning rainwater tanks at the amenities blocks at Sydney Lakeside Holiday Park.

Enhancement of existing software for monitoring irrigation at Pittwater Rugby Park and North Narrabeen Reserve was further progressed and is near completion.

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### Biodiversity Protection



#### **Hillside Road land acquisition, Newport**

The Office of Strategic Lands - Department of Planning, Industry and Environment and Council are currently administrating the land transfer process. We are working towards the transfer of the land to Council in the coming months.

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## FINANCIALS

### ENVIRONMENT & SUSTAINABILITY SERVICES

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	6,332,283	6,332,283	0	28,964,012	28,964,012	28,964,012
User Charges & Fees	464,794	531,075	(66,281)	1,975,835	1,975,835	1,975,836
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0
Grants and Contributions - Operating Purposes	303,336	187,606	115,730	4,664,757	4,686,963	5,773,970
Grants and Contributions - Capital Purposes	521,459	1,029,000	(507,541)	2,058,000	2,058,000	2,100,666
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>7,621,872</b>	<b>8,079,964</b>	<b>(458,092)</b>	<b>37,662,605</b>	<b>37,684,811</b>	<b>38,814,484</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(1,737,138)	(1,735,635)	(1,502)	(7,644,011)	(7,644,011)	(7,644,011)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(878,224)	(1,451,806)	573,582	(10,542,507)	(10,544,713)	(11,128,541)
Depreciation and Amortisation	(1,707,307)	(1,707,307)	0	(6,831,961)	(6,831,961)	(6,831,961)
Other Expenses	(1,626,250)	(1,624,877)	(1,373)	(6,340,495)	(6,345,831)	(6,356,776)
Internal Charges	(708,918)	(711,182)	2,264	(2,885,661)	(2,885,661)	(2,865,186)
Overhead Allocation	(860,743)	(860,743)	0	(3,442,970)	(3,442,970)	(2,969,041)
<b>Total Expenses From Continuing Operations</b>	<b>(7,518,580)</b>	<b>(8,091,550)</b>	<b>572,971</b>	<b>(37,687,605)</b>	<b>(37,695,147)</b>	<b>(37,795,515)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>103,293</b>	<b>(11,586)</b>	<b>114,879</b>	<b>(25,000)</b>	<b>(10,336)</b>	<b>1,018,969</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Surplus from Continuing Operations of \$103,293 is higher than forecast at the end of September primarily as a result of lower than forecast expenditure during the three months.

Total Income from Continuing Operations of \$7,621,872 is lower than forecast by \$458,092 primarily due to the timing of receipt of Grants and Contributions for Capital Purposes. Development engineering income is lower than forecast due to a lower number of applications.

Total Expenses from Continuing Operations of \$7,518,580 are lower than forecast by \$572,971. This is principally the result of Materials and Contracts that are \$573,582 lower than forecast primarily due to phasing of works in the bushland and biodiversity and the floodplain management programs.

For the full financial year, the result is forecast to increase by \$1,029,305 to a surplus of \$1,018,969 primarily as a result of the \$487,067 contribution from the NSW Government towards the increase in the Emergency Services Levy and the re-distribution of \$457,710 in internal recovery income and expenses for the Directors' group. A re-allocation of funding within the Environmental Sustainability

and Education program has also been undertaken to fund the \$15,000 Solar My School program. No changes are forecast for development engineering income at this stage, however if the decline in applications continues, we would expect to reforecast in the next quarter.

# Waste and Cleansing

## HIGHLIGHTS

### Waste Education

Waste Education hosted an interactive stall at the Picnic in the Park event, at Mona Vale, to encourage residents to avoid single use plastics and choose alternatives. Children created their own design on a reusable bag, while their parents or carers made a pledge to avoid single use plastics. Other highlights included:

- Seven Kimbriki tours and school waste audits involving 820 students
- 38 vendors participating in 'Bags to Riches' travelling flea market at Dee Why with thousands of people attending to have a browse
- 15 free community workshops on assorted topics

### Event Waste Management

Council requires all event organisers to promote and practice waste avoidance principles and increase resource recovery at all public events held locally. This quarter we reviewed 34 event proposals to ensure they met the mandatory event waste management conditions, which include prohibiting the use of all single-use plastics, bottled water and balloons. We supported five events to be bottled water free, by lending portable refill water stations and bubblers. We also briefed the Upper Hunter Council on Northern Beaches Council's Single Use Plastics and Waste Minimisation for Functions and Events Policy. This has resulted in The Upper Hunter Council adopting similar policies at their August Council meeting.

### Swap for Good Business Program

Council continued to deliver its Swap for Good Business Program. This program supports and empowers businesses in moving away from single-use plastics. It provides information, education, resources, supplier lists, events and collaboration opportunities – all with the aim of providing ideas, solutions and alternative to single-use plastics. Highlights this quarter include:

- Delivered the Swap for Good Sustainable Suppliers Business Expo at Harbord Diggers with 300 attendees and 25 stallholders. Over 92% of attendees agreed that the event inspired them to reduce single use plastics in their business and that they were introduced to new ideas and solutions
- Engaging with retail outlets to discuss their use of single-use plastic and how to reduce it
- Presented at the Environmental Health Australia Conference on how to debunk myths surrounding bring your own (BYO) containers and to recommend solutions that are both hygienic and reduce waste.

### New waste contract implementation

Implementation of the new contract is progressing well. A change of this magnitude has resulted in some disruption to services. However, this is expected to settle quickly during the next quarter. The contract implementation has included:

- Commissioning an entire new fleet of high tech vehicles
- Completion of the delivery of almost 300,000 bins incorporating smart technology – the largest bin change in the southern hemisphere

- Collection and recycling of all old bins presented for collection
- A new convenient on-demand booked bulky goods collection service
- New vegetation collection service for Pittwater western foreshore communities
- Reduction in domestic waste management charges for approximately 50% of households.

Incoming calls to our customer centre have dropped from 8,819 in July to 2,612 in September and this is expected to continue to decline as issues with the service are resolved.

Performance Measures – Waste and Cleansing	Target	September Quarter
Domestic waste and recycling services: Compliance with schedules	100%	* 99%
Complaints on domestic waste collection service	<1%	** 1%

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

**Notes on results:**

- \* All scheduled runs have been completed on the allocated days. However, the volume of missed services over the period impacted the achievement of the target.
- \*\* The implementation of the new service has caused some disruption for residents. This resulted in an increase in customers contacting Council about service issues. The volume of service calls has reduced by 70% between July and September and this trend is expected to continue.

**OPERATIONAL PROJECTS**

Key: ✔ Complete ✔ Progressing ! Behind Schedule

**Progressing on schedule** 



**Implement and manage new contracts for domestic waste collection and processing**

The implementation is progressing well with the following actions in progress:

- Transfer of bin delivery obligations from bin manufacturer to URM
- Implementation of radio frequency identification (RFID) technology.
- Implementation of integrated reporting including key performance indicator achievement (dependent on RFID technology implementation)

The total number of incoming waste enquiries has reduced from 8,819 in July to 2,612 in September and is expected to continue to decline as the above issues are resolved.



**Implement strategies for waste, event waste and single-use plastics**

Waste Education continued to deliver its program of community education events to inspire positive waste management behaviours in our community. Events included the team hosting



stalls at local events, arranging school activities and conducting workshops on a range of topics.

Implementation of the Single Use Plastics and Waste Minimisation for Functions and Events Policy included staff reviewing 34 event proposals to ensure they met the mandatory event waste management conditions, and supporting five events to be bottled water free, by lending portable refill water stations and bubblers.



### **Deliver waste education and change initiatives for community and business**

Our Waste Education Team helps schools reduce their waste by providing advice on how to avoid single use plastics and other waste. School excursions/incursions including single use plastic themed theatre performances, Kimbriki tours and waste audits were delivered to seven schools and preschools involving approximately 820 students.

Waste education to drive behaviour change and to support the domestic waste service have continued with workshops and activities held across the Northern Beaches on a range of topics. We held the first ever “Bags to Riches” – travelling flea market event in Dee Why. This event provided a forum for residents to sell unwanted goods and to buy second hand. The event was a huge success with thousands of buyers coming to peruse the goods on offer from 38 vendors.

Fifteen free community workshops were delivered. Topics included beeswax wraps, composting and worms, Buy, Sell, Swap Online, keeping backyard chickens, furniture repair café, preserving excess fruit and vegetables and reusable nappies.

Three presentations were given at staff induction days on Council’s plastic free workplace policy.

Our large bin bay signs for multi-unit dwellings were updated and delivered to Customer Service centres. These signs are available for residents to collect free of charge to assist with correct use of the bins.



### **Review waste service and infrastructure for offshore communities**

A new vegetation service has been offered to western foreshore communities. They now receive two scheduled vegetation services per year. As part of the review residents’ suggestions on how to improve the service will be considered.



### **Review the cleansing service**

The review is underway. Data obtained during the review will be used to make improvements to the service.

## CAPITAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Completed 

### Waste and cleansing



#### Compactor bins trial

Bins are in place and operational for the trial at Shelly Beach. They are being monitored by Waste staff, and the success will be later evaluated. This is part of the Smart Cities project at Shelly Beach.

### Plant and equipment



#### Bin replacements

The bin replacement project was completed in August.

Progressing on schedule 

### Plant and equipment



#### Ride on sweepers

Purchase of the ride on sweepers is underway with delivery expected in October.

## FINANCIALS

### WASTE MANAGEMENT & CLEANSING

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	44,087,918	47,302,281	(3,214,363)	56,643,652	56,643,652	53,758,115
User Charges & Fees	7,946	40,752	(32,806)	165,811	165,811	51,348
Investment Fees and Revenues	15,791	17,493	(1,702)	70,000	70,000	70,000
Other Revenues	0	2,800	(2,800)	11,200	11,200	867,764
Grants and Contributions - Operating Purposes	258,501	39,750	218,751	250,000	329,500	329,500
Grants and Contributions - Capital Purposes	0	0	0	0	0	0
Gains on disposal of Assets	249,729	0	249,729	400,000	400,000	400,000
<b>Total Income From Continuing Operations</b>	<b>44,619,885</b>	<b>47,403,076</b>	<b>(2,783,191)</b>	<b>57,540,663</b>	<b>57,620,163</b>	<b>55,476,727</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(1,872,366)	(1,806,159)	(66,207)	(7,813,530)	(7,813,530)	(7,813,530)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(10,394,131)	(11,904,538)	1,510,407	(47,322,572)	(47,557,433)	(45,463,997)
Depreciation and Amortisation	(409,251)	(409,251)	0	(1,637,003)	(1,637,003)	(1,637,003)
Other Expenses	(13,513)	(42,739)	29,226	(183,212)	(183,212)	(133,212)
Internal Charges	(619,045)	(619,975)	930	(2,742,976)	(2,742,976)	(2,742,976)
Overhead Allocation	(424,508)	(424,508)	0	(1,698,030)	(1,698,030)	(1,698,030)
<b>Total Expenses From Continuing Operations</b>	<b>(13,732,814)</b>	<b>(15,207,170)</b>	<b>1,474,356</b>	<b>(61,397,323)</b>	<b>(61,632,184)</b>	<b>(59,488,748)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>30,887,071</b>	<b>32,195,906</b>	<b>(1,308,836)</b>	<b>(3,856,660)</b>	<b>(4,012,021)</b>	<b>(4,012,021)</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Surplus from Continuing Operations \$30,887,071 is lower than forecast by \$1,308,836 at the end of September as a result of both lower income and lower than forecast expenditure.

Income of \$44.6m is lower than forecast by \$2.8m, primarily due to lower than anticipated requests for additional domestic waste bins as part of the bin roll out. Expenses from Continuing Operations of \$13.7m are also lower than forecast by \$1.5m. This is the result of lower Materials and Contracts due to lower than anticipated additional bins and a general decline in tonnes for all waste streams resulting in lower tipping and processing costs and a delay in the implementation of the new higher recycling and vegetation processing fees for the 2019/20 financial year. The new vegetation contract has seen a reduction in the stockpiles at Kimbriki and mitigated nuisance arising from odours. The higher than forecast Employee Benefits and On Costs are related to lower than anticipated vacancies throughout the year with a fairly stable workforce and additional temporary and casual staff associated with the bin rollout program.

For the full financial year, the result is forecast to remain in deficit at \$4,012,021. Adjustments have been made to both income and expenses to reflect the number of domestic waste bins serviced and the current waste disposal and processing prices. An increase in Other Revenue (\$856,564) for anticipated Container Deposit Scheme income has also been proposed.

# Kimbriki Resource Recovery Centre

## HIGHLIGHTS

### Leachate Treatment Plant

The Leachate Treatment Plant is now fully operational and has already treated and discharged over 100,000,000 litres of leachate to sewer. The plant is a significant part of Kimbriki's ongoing environmental protection program, ensuring the facility is able to exceed all regulatory standards while meeting the recycling and waste disposal needs of future generations.

### New Vegetation Processing Arrangements

New vegetation processing arrangements are being implemented as part of the newly signed processing contract. The new arrangements reduce onsite stockpiles by over 70% and combined with improved methodologies significantly enhance odour management practices.

### Social Precinct

The first tenants in Kimbriki's social precinct have had a successful introduction. The charity "Bikes 4 Life" has reported a substantial increase in volunteers for their workshops and have sent over 750 donated and refurbished bikes to impoverished, remote communities. The Kimbriki Artists in Residence have also appreciated their new workspace which also allowed them to host a very successful open day with demonstrations and promotion of the Rethink, Reduce, Reuse, Recycle ethos. Applications for the 2020 Artists in residence program are currently open. Kimbriki are exploring further opportunities to support charity and community groups on the site.

Performance Measures – Kimbriki	Target	September Quarter
Total waste diverted from landfill (onsite at Kimbriki Resource Recovery Centre)	82%	* 80.3%
Domestic dry waste diverted onsite from landfill	10%	** 3.5%

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

#### Notes on results:

\* Downturn in demolition and construction has resulted in a significant drop in incoming tonnes of recyclable brick and concrete.

\*\* Changes in the new Northern Beaches' collection arrangements have seen a reduction in recoverable metal from kerbside arriving at Kimbriki. Kimbriki's new landfill processing contract (commencing in February 2020) contains improved technologies to boost mechanical recovery from hard waste.

## OPERATIONAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule 



### **Develop long term Business Plan endorsed by shareholder Councils**

Draft Interim Business Plan complete.




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

KEE has completed the procurement of two of its four major onsite contracts delivering improved environmental outcomes, management of on-site risks and improved resource recovery. The aggregation, transport and processing of domestic recyclables was awarded to IQ Renew, resulting in the processing of 96% of recyclables on shore for beneficial reuse in the domestic market.

The vegetation contract was awarded to ANL. Changes to processing methodologies has reduced the volume of material stored on site and resulted in improved environmental controls.

## CAPITAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule 

### **Kimbriki Improvements**



#### **Kimbriki high level drain**

Finalised draft design and business case for presentation to shareholders at the October Annual General Meeting.



#### **Kimbriki landfill cell development Area 4A**

Excavation works are continuing to develop Cell 4A along with installation of stormwater pipework.



#### **Kimbriki gas capture system**

Well head has been raised and protection to wells in northwest corner is being installed.



#### **Kimbriki landfill cell development Area 4B**

Project suspended due to revision of site master plan.



#### **Kimbriki vehicles**

We replaced one of the light vehicles in our fleet this quarter.



### **Kimbriki renewal program**

Works completed include installation of aerial power supply to new works compound, and revised weighbridge C intersection and improved e-waste reception.



### **Kimbriki other**

There have been no purchases for this period.

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## FINANCIALS

### KIMBRIKI RESOURCE RECOVERY CENTRE

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	0	0	0	0	0	0
User Charges & Fees	7,134,802	8,214,465	(1,079,663)	34,359,840	34,359,840	33,364,993
Investment Fees and Revenues	91,588	24,375	67,213	97,500	97,500	299,713
Other Revenues	790,100	772,054	18,046	3,228,226	3,228,226	4,281,739
Grants and Contributions - Operating Purposes	0	0	0	0	0	0
Grants and Contributions - Capital Purposes	0	0	0	0	0	0
Gains on disposal of Assets	(1,985)	0	(1,985)	0	0	(1,985)
<b>Total Income From Continuing Operations</b>	<b>8,014,504</b>	<b>9,010,894</b>	<b>(996,390)</b>	<b>37,685,566</b>	<b>37,685,566</b>	<b>37,944,460</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(1,241,191)	(1,452,839)	211,648	(5,431,996)	(5,431,996)	(5,220,348)
Borrowing Costs	(533,544)	(479,401)	(54,143)	(1,917,604)	(1,917,604)	(2,134,095)
Materials and Contracts	(3,272,040)	(2,860,713)	(411,327)	(12,337,521)	(12,337,521)	(12,553,497)
Depreciation and Amortisation	(679,389)	(337,053)	(342,337)	(1,729,530)	(1,729,530)	(2,930,468)
Other Expenses	(2,603,694)	(3,179,355)	575,661	(12,743,747)	(12,743,747)	(11,993,385)
Internal Charges	0	0	0	0	0	0
Overhead Allocation	0	0	0	0	0	0
<b>Total Expenses From Continuing Operations</b>	<b>(8,329,858)</b>	<b>(8,309,361)</b>	<b>(20,497)</b>	<b>(34,160,398)</b>	<b>(34,160,398)</b>	<b>(34,831,793)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>(315,354)</b>	<b>701,533</b>	<b>(1,016,887)</b>	<b>3,525,168</b>	<b>3,525,168</b>	<b>3,112,667</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The performance from continuing operations was in deficit (\$315,354) which was \$1,016,887 lower than the budget primarily as a result of increased materials and contracts costs and lower incoming volumes.

Total Income from Continuing Operations of \$8,014,504 was lower than budget by \$996,390. User charges were lower than the budget by \$1,079,663. Landfill tonnes from Councils are down 20%, presumably due to the introduction of on-demand household clean-ups for residents in the former Warringah Council area although the fall has been arrested in September as residents appear to be adjusting to the new system. General landfill tonnes are relatively steady vs 2018 but have not had the expected increase after the introduction of the Queensland Levy which has not been enough to deter the lower cost option of transporting of waste to Queensland. Landfill in total is \$579,369 below budget. Extremely low rainfall in the winter months has reduced incoming vegetation significantly with revenue \$160,849 below budget. C+D tonnages are also down as the market slows in line with the general economy and is \$279,403 below budget.

Due to the reallocation of the earned interests on the Remediation Fund, Investment Fees and Revenues were above budget by \$67,213, however this is offset by a corresponding increase in the posted Remediation Expense.

Total Expenses from Continuing Operations were \$8,329,858 which were higher than budget by \$20,497. Materials and Contracts were \$411,327 higher than budget due to increased processing costs on Vegetation and Recyclables under new processing contracts.

Depreciation & Amortisation YTD were \$342,337 higher than budget due to the capitalisation of the operating site lease required by AASB16

Employee Benefits & Oncosts were \$211,648 lower than budget due to the cost control of overtime and saving from headcounts reduction. Other expenses were \$575,661 lower than budget, mainly from the saving on EPA levy expense due to the reduced landfill volumes, forecast the saving of full year will be \$750,362.

Deficit from Continuing Operations of \$315,354 was mainly due to the inability to pass on higher processing costs of vegetation and recyclables to Contracted Councils. This had negatively impacted the result by \$460,296, also the processing costs of vegetation for Ku-ring-gai impacted the result by \$132,746 and the revenue of Landfill from Councils were down by \$229,807.

#### Forecast

User Charges and Fees are forecasted \$994,847 lower due to lower volumes in Landfill and vegetation and delays in the acceptance of the pricing reviews by shareholders.

The increase in Investment Fees and Revenues of \$202,213 is due to a change in accounting policy to reflect OLG guidelines. This is offset by a corresponding increase in remediation expense which shows as a Other Expenses. KEE have assumed that Shareholders will accept the market review of Recyclables and therefore it is forecasted that Other Revenues will be increased by \$1,053,514.

The Materials & Contracts cost is forecasted to increase by \$215,976. This includes the processing cost of recyclables which increased significantly by \$1.16 million under the new contract, while the vegetation processing cost reduced by \$980k due to the low volume and the end of Ku-Ring-Gai Council Contract, the rest of small balance is due to the reclassification of other expenses to align with OLG accounting practices.

The increase in forecasted Depreciation and Amortisation is due to the implementation of AASB16 in accounting for the site lease. It is offset by lower rent expense.

Employee Benefits and Oncosts are forecasted to reduce by \$211,648 due to control of overtime and headcount reductions.

Other Expenses are forecasts to reduce by \$750,362 due to reductions in EPA levies from lower than budgeted landfill tonnages.

A reduction of \$412,499 in the full year Surplus from Operations is forecasted as a result of the changes above.



# Strategic Land Use Planning

## HIGHLIGHTS

### Towards 2040 – Northern Beaches draft local strategic planning statement


The draft local strategic planning statement (LSPS) – Towards 2040 is on public exhibition. To accommodate our evolving community and manage future growth on the Beaches, we need to think about how our places are planned and built. The LSPS takes us closer to a single planning framework for the Northern Beaches to replace our current four Local Environmental Plans (LEPs) and four Development Control Plans (DCPs).

### Affordable Housing

Following on from Council's adoption of the Affordable Rental Housing Scheme in May 2019, a Housing Discussion Paper was released for public exhibition in September alongside the LSPS. The discussion paper addresses affordable housing issues in the context of broader issues of housing on the Northern Beaches.

## OPERATIONAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule 



### **Frenchs Forest Precinct Planning for a sustainable town centre and precinct with a Green Star Communities rating**

Council staff continue to work with the NSW Department of Planning, Industry and Environment staff on outstanding matters requiring resolution prior to exhibition including the statutory planning controls, infrastructure funding and traffic and transport issues.



### **Develop Aquatic Reserve Masterplan with a state-of-the-art education and recreation precinct**

Potential sporting group re-locations continue to be discussed with affected stakeholders and State government departments. This work remains ongoing. It is anticipated that the Aquatic Reserve Masterplan will be exhibited concurrently with the NSW Department of Planning, Industry and Environment's Frenchs Forest Precinct Plan.



### **Amend DCPs to provide for 10% adaptable housing in new medium and high-density developments**

Council adopted changes to the Warringah Development Control Plan (DCP) to require adaptable housing at a rate of 10% of all new dwellings in medium and high density residential developments at its meeting on 27 August 2019. The changes commenced on 14 September 2019 with publication in the Manly Daily. All other Council DCPs currently require a minimum of 10% adaptable housing.



### **Complete Brookvale Structure Planning and Rezoning - to revitalise Brookvale town centre**

This project will commence in February 2020.



### **Ingleside Precinct - work with Department of Planning, Industry and Environment on the potential land release**

Work is continuing on emergency traffic evacuation modelling for Ingleside. This work is due to be completed in November 2019.



### **Develop Place Plans for Avalon, Mona Vale, Manly and other centres**

The Place Plan for Avalon is on track to be reported to Council in December.  
The Place Plan for Mona Vale is in the preliminary stages of preparation.  
The Place Plan for Manly will commence following the completion of the Avalon Place Plan.



### **Prepare a Local Housing Strategy**

Consultants SGS Planning have been engaged to prepare Council's Local Housing Strategy. A Housing Discussion Paper is on public exhibition from 27 September to 10 November 2019 together with Council's draft Local Strategic Planning Statement. Responses to that paper will be considered in the preparation of Council's draft Housing Strategy.



### **Prepare Local Strategic Planning Statement and associated technical studies**

At its meeting on 24 September 2019 Council resolved to place the draft Local Strategic Planning Statement on exhibition from 27 September to 10 November 2019.

Community engagement has commenced including drop-in sessions, community group briefings and Strategic Reference Group briefings as well as social media, traditional media and mail-outs with rates notices. A report on the exhibition will be provided to the February 2020 Council meeting.



### **Seek to establish a university presence on the Northern Beaches**

The opportunity to provide appropriate floor space to accommodate a university at Frenchs Forest is being considered by the NSW Department of Planning, Industry and Environment as part of the preparation of the Frenchs Forest Precinct Plan. It is expected that the Frenchs Forest Precinct Plan will be exhibited later this year, however this process is being managed by the State Government.

## Behind schedule



### **Prepare Northern Beaches Local Environmental Plan and associated studies**

Strategic and legislative priorities including completing the draft Local Strategic Planning Statement and progressing the Local Housing Strategy have delayed the Local Environmental Plan (LEP) project. A revised program anticipates an LEP Discussion Paper being prepared for public consultation by mid-2020 and a Planning Proposal after the September 2020 local government elections.



### **Implement the Affordable Housing Policy**

The Scheme, which will initially apply to the Frenchs Forest Planned Precinct, has been submitted to the Department of Planning, Industry and Environment (DPIE) for exhibition with the proposed zoning changes for Frenchs Forest Planned Precinct

A tender for the management of Council affordable housing will be issued when the Frenchs Forest LEP amendments are implemented.

Delays to the release of proposed zoning changes for the Planned Precinct by DPIE have delayed implementation of affordable housing delivery.

## FINANCIALS

### STRATEGIC & PLACE PLANNING

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	1,210,210	1,210,210	0	6,075,883	6,075,883	6,075,883
User Charges & Fees	287,937	242,651	45,286	974,103	974,103	974,103
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0
Grants and Contributions - Operating Purposes	92,500	145,625	(53,125)	305,250	363,125	363,125
Grants and Contributions - Capital Purposes	0	0	0	0	0	0
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>1,590,646</b>	<b>1,598,486</b>	<b>(7,839)</b>	<b>7,355,237</b>	<b>7,413,112</b>	<b>7,413,112</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(893,232)	(938,815)	45,583	(4,085,285)	(4,085,285)	(4,085,285)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(148,164)	(636,067)	487,903	(1,336,726)	(1,752,317)	(1,777,567)
Depreciation and Amortisation	(11,516)	(11,516)	0	(46,065)	(46,065)	(46,065)
Other Expenses	(199,044)	(226,935)	27,891	(880,669)	(887,841)	(894,652)
Internal Charges	(63,977)	(64,894)	917	(277,279)	(277,279)	(277,279)
Overhead Allocation	(182,303)	(182,303)	0	(729,213)	(729,213)	(359,787)
<b>Total Expenses From Continuing Operations</b>	<b>(1,498,237)</b>	<b>(2,060,531)</b>	<b>562,293</b>	<b>(7,355,237)</b>	<b>(7,778,000)</b>	<b>(7,440,634)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>92,409</b>	<b>(462,045)</b>	<b>554,454</b>	<b>0</b>	<b>(364,888)</b>	<b>(27,523)</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Surplus from Continuing Operations of \$92,409 is higher than forecast at the end of September primarily as a result of lower than forecast expenditure.

Total Income from Continuing Operations of \$1,590,646 is slightly lower than forecast by \$7,839 primarily as a result of higher User Charges & Fees associated with planning proposals offset by lower Grants and Contributions – Operating Purposes.

Total Expenses from Continuing Operations of \$1,498,237 is lower than forecast by \$562,293. Employee Benefits & Oncosts are lower than forecast by \$45,583 due to vacant positions.

Materials and Contracts are \$487,903 lower than forecast principally due to the timing of budgeted expenditure on the Northern Beaches Local Environmental Plan project. The project will continue to progress this financial year within the allocated budget.

Other expenses were also impacted by advertising and other costs associated with the delay to the community engagement and exhibition of the Brookvale Structure Plan and the Hospital Precinct Structure Plan. These projects are expected to progress in the second half of the year.

For the full financial year, the Total Deficit from Continuing Operations is forecast to decrease by \$337,366 as a result of the re-distribution of internal charges and expenses for the Directors' group.

# Development Assessment

## HIGHLIGHTS

This quarter 377 Development Applications, 154 Modifications of Consent and 18 Review of Determination Applications were lodged for assessment and 63 Pre-Lodgement meetings were held.

The Development Assessment team have implemented new processes which have resulted in a positive impact on assessment timeframes.

We've commenced a new project to re-design our development advisory services, with the objective to improving our service to the community. We will shortly commence a customer experience survey which will assist us in identifying the needs of our customers.

Performance Measures – Development Assessment	Target	September Quarter
DAs determined under delegation within 60 days	60%	* 44%

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

### Notes on results:

- \* Performance against the target has improved from 39% in the previous quarter. This has been achieved by introduction of a fast track system that identifies certain types of development applications that are able to be determined in less than 40 days. This new process has reduced overall DA determination times.

## FINANCIALS

### DEVELOPMENT ASSESSMENT

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	592,200	592,200	0	2,809,817	2,809,817	2,809,817
User Charges & Fees	741,773	1,001,517	(259,744)	4,015,057	4,015,057	4,015,057
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0
Grants and Contributions - Operating Purposes	0	0	0	0	0	0
Grants and Contributions - Capital Purposes	0	0	0	0	0	0
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>1,333,973</b>	<b>1,593,717</b>	<b>(259,744)</b>	<b>6,824,874</b>	<b>6,824,874</b>	<b>6,824,874</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(1,154,534)	(1,193,836)	39,302	(5,200,556)	(5,200,556)	(5,200,556)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(112,735)	(114,933)	2,197	(459,914)	(459,914)	(459,914)
Depreciation and Amortisation	(21,701)	(21,701)	0	(86,804)	(86,804)	(86,804)
Other Expenses	(51,946)	(45,532)	(6,414)	(184,621)	(184,621)	(184,621)
Internal Charges	(65,215)	(66,345)	1,129	(287,495)	(287,495)	(287,495)
Overhead Allocation	(151,371)	(151,371)	0	(605,485)	(605,485)	(605,485)
<b>Total Expenses From Continuing Operations</b>	<b>(1,557,503)</b>	<b>(1,593,717)</b>	<b>36,215</b>	<b>(6,824,874)</b>	<b>(6,824,874)</b>	<b>(6,824,874)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>(223,530)</b>	<b>0</b>	<b>(223,530)</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Deficit from Continuing Operations of \$223,530 is higher than forecast at the end of September which relates to lower than anticipated income and lower than forecast expenditure in the first quarters of the financial year.

Total Income from Continuing Operations of \$1,333,973 is lower than forecast by \$259,744 primarily as a result of lower User Charges and Fees due to a lower number of applications submitted and pre-lodgement meetings.

Total Expenses from Continuing Operations of \$1,557,503 are lower than forecast by \$36,215. Employee Benefits & Oncosts are \$39,302 lower than forecast due to a number of vacancies. Other expenses are higher than forecast by \$6,414 as a result of re-advertising of amended applications.

No changes are forecast for the full financial year at this stage, however if the decline in applications continues, we would expect to reforecast in the next quarter.

# Environmental Compliance

## HIGHLIGHTS

### Leading the industry

In August, Northern Beaches Council demonstrated leadership in environmental compliance by hosting the Environmental Health Australia [EHA (NSW)] state conference at the Q-station in Manly. The conference, which featured key note speakers Professor Anthony Capon, Professor of Planetary Health, University of Sydney, and internationally acclaimed scientist Professor Tim Flannery. The attendance of 250 participants has made this the highest attended gathering of the profession since the national conference in 2015.

Key topics of the conference included: pests and disease; wastewater; hazardous waste; regulation; collaboration; and the role of environmental health officers in responding to climate change. Our staff gave presentations relating to waste and incident management, as well as showing delegates features of our local environment and environmental education at the Coastal Environment Centre, Narrabeen.

### Ranger highlights

Council's rangers continue to work closely with local Police to undertake night patrols of alcohol free zones in Manly, 7 days a week between 6pm and 11pm. Focus areas have been Shelly Beach and East Esplanade. Ranger numbers are set to increase with the oncoming summer period and daylight savings.

Sixty three dog attack incidents were reported to Council between 15 August and 30 September. All incidents are investigated. There has been one declaration under the dangerous dog provisions of the *Companion Animals Act, 1998*.

Rangers conducted a light traffic operation on Powderworks Road, Ingleside, to examine compliance with the local road weight limit (3 tonnes). Appropriate infringements were issued to offending drivers who were found to have exceeded the weight limit. Further operations are scheduled in future, including a joint operation with NSW Police Highway Patrol.

### Environmental Health

Our environmental health officers (EHO) are authorised under the *Food Act 2003* to conduct food safety inspections at premises across the Northern Beaches. The program of regular inspections during the September quarter has resulted in:

- five prosecutions underway
- 10 Penalty Infringement Notices issued; two Penalty Infringement Notices court elected;
- 15 Improvement notices issued and complied with
- one Prohibition Order .

The team is also preparing a seminar for small business month on starting a food business giving those new to the industry information about how to achieve a five star rating on food safety practices.

### Building Control update

There are 51 properties registered on the NSW Cladding Taskforce portal. All 51 properties have been inspected by Council's Fire Safety Team and Notices and Orders have been issued.



The fire cladding program is on-going and the next phase will be to ensure that the Notices and Orders have been complied with within the specified timeframe.

**Draft new Environmental Compliance policies**

Three new draft Environmental Compliance policies have consolidated the former Council policies:

- Asbestos Management Policy
- Keeping of Animals Policy
- Smoke Free Zones Policy

Performance Measures – Environmental Compliance	Target	September Quarter
Critical and high risk retail food premises inspections completed, in line with schedule	100%	100%
Critical and high risk public health inspections completed, in line with schedule	100%	* 82%

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

**Notes on results:**

\* This year’s inspection program has been expanded to include wastewater systems. Additional resourcing to fulfil the inspection program is being sought and compliance with the inspection schedule is expected to improve during the year.

## FINANCIALS

### ENVIRONMENTAL COMPLIANCE

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	276,263	276,263	0	1,839,224	1,839,224	1,839,224
User Charges & Fees	521,103	596,645	(75,542)	2,404,982	2,404,982	2,404,982
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	2,190,563	2,231,877	(41,314)	8,931,074	8,931,074	8,931,074
Grants and Contributions - Operating Purposes	0	0	0	0	0	0
Grants and Contributions - Capital Purposes	0	0	0	0	0	0
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>2,987,930</b>	<b>3,104,786</b>	<b>(116,856)</b>	<b>13,175,280</b>	<b>13,175,280</b>	<b>13,175,280</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(1,890,438)	(2,058,912)	168,475	(8,960,953)	(8,960,953)	(8,960,953)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(849,332)	(490,783)	(358,549)	(1,935,392)	(1,935,392)	(1,935,392)
Depreciation and Amortisation	(36,950)	(36,950)	0	(147,798)	(147,798)	(147,798)
Other Expenses	(18,541)	(31,390)	12,849	(112,520)	(112,520)	(112,520)
Internal Charges	(212,505)	(214,838)	2,333	(930,964)	(930,964)	(930,964)
Overhead Allocation	(271,913)	(271,913)	0	(1,087,653)	(1,087,653)	(1,087,653)
<b>Total Expenses From Continuing Operations</b>	<b>(3,279,678)</b>	<b>(3,104,786)</b>	<b>(174,892)</b>	<b>(13,175,280)</b>	<b>(13,175,280)</b>	<b>(13,175,280)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>(291,748)</b>	<b>0</b>	<b>(291,748)</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Commentary – Year to Date Actuals and Annual Forecast

The Total Deficit from Continuing Operations is \$291,748 which is higher than forecast at the end of September as a result of higher materials and contracts (\$358,549). This is mainly due to the establishment of the animal management contracts which are reflective of the actual amount as opposed to previous budgeted forecasts. Animal transactions are also generally increasing as a result of a dedicated animal management portfolio, established over the past year. Materials and Contracts are also higher as a result of increased agency costs to manage significant vacancies within the Building Control team. This impact is expected to decrease as recruitment is currently underway. Some offsetting was achieved from Employee Benefits and Oncosts as a result of savings from vacancies (\$168,475).

Total Income from Continuing Operations is \$2,987,930, which is lower than forecast by \$116,856 as a result of a drop in User Charges & Fees and Other Revenue.

Total Expenses from Continuing Operations are higher than forecast by \$174,892. This is principally the result of higher than anticipated Materials and Contracts by \$358,549 partially offset by lower Employee Benefits & Oncosts. The lower Employee Benefits & Oncosts are largely resulting from vacant positions, with the higher Materials and Contracts resulting from the animal management contract and from the engagement of agency personnel to cover these vacancies.

No overall change has been made to the Surplus/(Deficit) from Continuing Operations, however if the trend of the continued negative impacts to Materials & Contracts as a result of the animal management contracts continues, we would expect to reforecast in the next quarter.

# Parks and Recreation

## HIGHLIGHTS

### Beach Safety

Lifeguard patrols were undertaken at Manly Beach seven days per week and Freshwater and Dee Why beaches had patrols from the beginning of September. Beach safety patrols for all other beaches commenced on 28 September by our Lifeguards and volunteer lifesavers.

During this quarter, 563,689 people attended the patrolled beaches with lifeguards performing 8,045 preventative actions, seven rescues and 92 first aid actions. Our lifeguards also undertook 2,700 regulatory actions, which included dealing with anti-social behaviour, litter and dogs on beaches.

### Sportsgrounds

The new synthetic sportsfield at Lionel Watts Sportground, Frenchs Forest was completed in August and is part of the Glen Street Open Space Masterplan. This site provides sporting groups with a consistent, all weather, first class premium quality facility that allows more training and playing time. This new synthetic sportsfield provides two senior soccer fields, a junior soccer field, a senior AFL field, two junior AFL fields and six cricket nets.

A new irrigation system has been installed at Manly Oval. This will ensure that this sportsground has full water coverage and uses less water and energy than the previous system. The new irrigation system at Tania Park has also been completed which will improve the playing surface.

Sportsfield lighting at Plateau Park, Collaroy, and Newport Oval has been upgraded. This has improved player safety at these grounds.

The 2019/20 Sport and Recreation Sport and Recreation Infrastructure Grant program closed on 12 August 2019. We received 14 eligible applications requesting \$402,766.

### Parks, beaches and playgrounds

The renewal works on the mountain bike trail at Manly Dam were completed. This has improved both safety and the riding experience as well as preventing track erosion.

The boardwalk in the middle of North Narrabeen Rockpool has been replaced to improve accessibility.

The renewal of the seawall at Aitken Reserve, North Manly has been completed. This improves the stability of the reserve and car park.

New planting and mulching of gardens was undertaken at Newport Commercial Centre as part of our commercial centre beautification program.

To ensure our rockpools are ready for summer the Dee Why, Fairlight and Freshwater rock pools were painted.

Council adopted the Management of Beaches and Water Safety policy and the Naming our Reserve, Facility and Roads policy. These guide the management of water safety and the process for naming Council assets.

The Lagoon Park Landscape Plan, Manly, was adopted by Council in September. This plan outlines future improvement works, which will enhance community use, access and enjoyment of the area.

A twelve-month trial for dog off leash area at Station Beach, Palm Beach was approved pending licence approval from the NSW State Government.

## Tree Management

The proactive public tree program, which includes audits of street trees and works to reduce risk of tree failure was completed in the Manly ward.

Tree Services received and processed 1,519 customer requests related to public trees and 110 requests to remove or prune trees on private land.

We planted 703 trees as part of our ongoing tree program.

Four plant give away days have been held with 1,700 trees supplied to the community.

Performance Measures – Parks and Recreation	Target	September Quarter
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%	100%


**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

Workload Measures – Parks and Recreation	September Quarter
Number of preventative actions by professional lifeguards on patrolled beaches	* 8,045

\* **Preventative actions** are highly seasonal and reflect the increase in beach visitors. These figures relate to patrols at Manly Beach for the entire quarter, Dee Why and Freshwater beaches for September and one weekend for all other patrolled locations.

## OPERATIONAL PROJECTS

Key: ✔ Complete 🔄 Progressing ! Behind Schedule

Progressing on schedule 



### Develop a Mountain Bike Strategy

This project has been incorporated into development of the Open Space Strategy.



### Develop an Open Space Strategy, including playgrounds

The Open Space Strategy including playgrounds project is on schedule.



### Review and consolidate the Pesticide Use Notification Plan

We have commenced preparation of a draft Pesticide Use Notification Plan for the Northern Beaches, based on the template supplied by the NSW Environment Protection Authority as a minimum standard. The new plan will also incorporate aspects of the notification plans of the three former Councils that went above and beyond the minimum requirements. This will

ensure a consistent, high level approach to pesticide use notification across the Northern Beaches.



#### **Develop replacement and compensatory principles for the removal of trees on public open space**

The project management documentation has been initiated for this project. This project aims to develop a set of the guidelines which will identify the number of replacements trees required should any trees be removed.



#### **Implement an online private tree application process**

The online form to apply for removal or pruning of trees on private property has been completed and it is expected to be operational in the coming months.



#### **Develop an 'Iconic Tree Register'**

The Iconic Tree Register will identify and protect those trees on public land which are considered significant to the Northern Beaches. Work continues on the development of the project brief and procurement for engagement of a consultant to prepare the document.



#### **Review Plans of Management related to Crown Lands transfer**

This project is scheduled to commence in October 2019.



#### **Implement recommendations from the review of beach life saving services**

A Data Collection Plan has been developed and initiated to collect further information regarding beach visitations. This Plan has been developed to verify the recommendations made in the 2018 Risk Audit and will collect data over a 12 month period.

The Deed of Agreement with Surf Life Saving has been signed for the 2019/20 swimming season.

Work has commenced on the development of a Beach Safety Plan to set the direction for the provision of beach safety services across the Northern Beaches over the next five years.



#### **Implement Smart Cities at Manly and Shelly beaches to monitor beach conditions and visitations**

The Smart Cities project team is continuing to finalise the process by which the participating Councils will collect data including visitation numbers at the relevant beaches.



#### **Undertake accessibility audit of open space and implement priority improvements**

This project is scheduled to commence in January 2020.

## CAPITAL PROJECTS


Key:  Complete  Progressing  Behind Schedule

Completed 

### Foreshore and Building Improvements

#### **Rockpool renewal program**

Work on the renewal of the North Narrabeen rockpool boardwalk is complete and the rockpool was reopened to the public in September 2019.

Progressing on schedule 

### Foreshore and Building improvements

#### **Foreshores new and upgrades**

Design documentation for the seawall at Winnererremy Bay Reserve is now completed. The seawall will arrest the erosion of the park and ensure that this popular regional park's foreshore remains usable. Work is scheduled to commence in late October and will be completed in late January 2020.

Design work on East Esplanade stage two has progressed and Council is on track to commence this stage in February 2020.

#### **Headland fencing and other measures**

Work has commenced on site to install the headland protection fence and landscape upgrade at Turrimetta Headland, Warriewood. It is expected that work will be completed in November 2019.

#### **Mona Vale Surf Life Saving Club – new and renewal works**

Tender documentation for the Surf Life Saving Club building is being prepared, following minor changes that were requested by the Club. The building work is expected to commence in March 2020.

Community engagement on the Mona Vale Beach amenities building has closed and engagement on the Apex Park amenities has commenced. Geotechnical tests at both sites will be undertaken during October.

#### **Long Reef Surf Life Saving Club - new building works**

Some design refinements are being finalised before the development application is lodged.

#### **Manly Life Saving Club design works**

Costings have been updated and a first stage application lodged for funding from the Greater Sydney Sports Facility Fund.



### **Surf Life Saving Club minor renewal works**

Work is well progressed on the lift installation and car park improvements at South Narrabeen Surf Life Saving Club and payment has been made to Whale Beach SLSC for improvements to the garage doors. Various other projects are in the investigation and planning stages.



### **Surf Life Saving Club major renewals fund**

At the August meeting, Council resolved to allocate these funds to minor works at six surf clubs. The projects are to upgrade paving at Queenscliff SLSC, enclose the rooftop balcony, realign the foyer and complete pathway works at Freshwater SLSC, roller door replacement and painting at Dee Why SLSC, covering the members' area, access road signage and CCTV installation at Warriewood SLSC, tiling, stormwater management works and CCTV installation at North Narrabeen SLSC and lighting, accessible amenities, change room and toilet refurbishment, and access control on the internal stairs at Bilgola SLSC.



### **Foreshores renewal program**

Renewal of the seawall at Aitken Reserve, Queenscliff, is complete. The tender for the reconstruction of the seawall and new bleachers at Clontarf Beach will be released in October with construction scheduled to commence in February 2020.



### **Dinghy storage renewal works**

Dinghy rack works at Clontarf and Sandy Bay beaches, Clontarf, is due to commence in the later part of 2019. Construction of the outrigger racks at Middle Creek, Narrabeen, is due to commence in October.



### **Tidal pools refurbishment**

Work is continuing on schedule for tidal pool upgrade projects at Little Manly and at Forty Baskets Beach, Balgowlah.

We have obtained a Part 7 *Fisheries Management Act* permit that covers our tidal pools and other related infrastructure including the jetties at Sangrado Park and Pickering Point, Seaforth, and the Federation Boardwalk at Manly. This overarching permit will allow for a more consistent management approach, without needing to obtain individual permits each time we need to complete works.

## **Playground improvements**



### **Allambie Oval, Allambie - new playground, multi-use court, paths and landscaping**

Council has issued a request for quotation to undertake the construction of the Allambie Heights Oval Playground. It is anticipated that this will be assessed in October and construction will commence in December 2019.



### **Playgrounds new and upgrades**

Work is progressing on the construction of Lionel Watts inclusive playground. Weather permitting the project is expected to be completed in mid-November 2019.

Work on the Manly Dam playground is expected to go to tender in next couple of months.

Clontarf Masterplan was adopted in August 2019.





### **Connecting all Through Play - Inclusive Play**

Work is progressing on the construction of Lionel Watts inclusive playground. Weather permitting the project is expected to be completed in mid-November 2019.

Work on the Manly Dam playground is expected to go to tender in next couple of months.

Clontarf Masterplan was adopted in August 2019.



### **Playground renewal program**

The North Narrabeen Beach playground community engagement has concluded and Council is preparing tender documentation based on the ideas received back from the community. Quotes have been received for the Manly Corso play structure and are currently being evaluated.

## **Recreational trails**



### **Narrabeen Lagoon Trail aquatic boardwalk**

The over water boardwalk on the northern foreshore of Narrabeen Lagoon is progressing on schedule. All piling works have been completed and the deck is 90% complete. Works will commence on the abutments in September and the project is due for completion in early November 2019.



### **Recreational trails renewal program**

Work has been completed on planned renewal works on Manly Dam pedestrian trails. Design work is progressing on the renewal of the Bilgola stairs up to The Serpentine and the Manly to Spit Walk.

## **Reserves and Parks improvements**



### **North Curl Curl youth facility**

Council plans to start community engagement on the skate park at North Curl Curl Community Centre in October 2019.



### **Reserves new and upgrades**

The concept plan for the north west corner of Ivanhoe Park has been favourably received by stakeholders and is proceeding to detailed design. Work to commence in 2020.



### **Warriewood Valley - public space and recreation**

The detailed design for the netball courts Boondah Road, Warriewood has been completed and a Review of Environmental Factors is being prepared. The tender for construction will be issued in October 2019.



### **Glen Street masterplan implementation**

The implementation of the Glen Street Open Space Masterplan is progressing well. The new regional all abilities playground is on schedule for completion in October 2019 while the tender for the construction of shared paths, the new car park and landscaping has been assessed and will be presented to Council at its October meeting.



### **Youth facilities**

Work has commenced on site to build the new skate park at Lionel Watts Reserve. It is expected that the project will be completed in early October 2019.



### **Freshwater Beach masterplan implementation**

Preliminary investigations for the two proposed boardwalks have taken place with boardwalk at McKillop Park, Freshwater, progressing to detailed design. Council will appoint a design team to undertake the Freshwater Beach reserve documentation in 2020 with a view to completing the detailed design in late 2020.



### **Off leash dog infrastructure**

A contractor has been engaged to undertake drainage works on Frenchs Forest Showground and this will be undertaken in two stages through spring and summer 2019.



### **Reserves renewal program**

The design and construction of the replacement bridge at Lidwina Reserve, Cromer, has been released to the market. Assessment of tenders and awarding of a contract is scheduled to take place in late 2019.

## **Sportsgrounds improvements**



### **Sportsgrounds new and upgrades**

Council resolved at its September meeting to proceed with the amended concept plan for the netball courts at Avalon Beach. Work on the hard courts will commence in late 2019 with a view to have them completed in time for the summer vacation period.

A development application is being prepared for the proposed lights at Tania Park, Balgowlah Heights.



### **Sports Club Capital Assistance Program**

The 2019/20 Sport and Recreation Infrastructure Grant program closed on 12 August 2019.

There is \$100,000 available for this year's program and Council received 14 eligible applications, \$402,766 was requested.

Allocation of funding will take place in the second quarter of this year.



### **Synthetic sportsground conversion**

Council has completed the assessment of the design consultants to prepare the detailed design for the conversion of Miller Reserve, Manly Vale, to synthetic. It is anticipated that stakeholder meetings will be undertaken in late October 2019 with a view to releasing a final layout plan in late 2019.



### **Newport Beach Basketball Court**

Initial stakeholder feedback has concluded for the proposed half-court basketball at Newport Beach. A concept plan based on the feedback is currently being prepared and will be ready for broad community engagement in late 2019 or early 2020.



### **Connecting all Through Play - Active Play**

Works at the South Narrabeen Surf Life Saving Club are completed.

Construction of the Lionel Watts western club house, Belrose, has commenced.

The sportsfield lighting projects at Passmore Reserve, Manly Vale, and Frank Grey/Mike Pawley Oval, Curl Curl, are on track.



### **Sportsfield renewal program**

Renewal of the irrigation system at Manly Oval is complete. Drainage and turfing at St Matthews Farm, Cromer, has been completed and lighting renewal at Porter Reserve, Newport, under construction. Other works including the renewal of Beacon Hill Oval lighting, the BMX facility at Seaforth and fencing at Manly Oval are in planning phase.

## **Town Centre and Village Upgrades**



### **Commercial centre upgrade program**

Concept design have been completed for Killarney Heights shops and North Narrabeen shops and community engagement will be undertaken in late 2019.



### **Public space protection program**

A draft layout of vehicle mitigation measures in Manly has been prepared and stakeholder feedback is currently being sought.



### **Place making infrastructure**

Design work for the next stage of paving at Mona Vale shops from the corner of Pittwater Road to half way up the southern side of Waratah Street has been completed and a contractor has been appointed. Works are due to commence in November 2019.



### **Commercial centre renewal program**

Design work is progressing on the renewal of the public areas for Killarney Heights shops, the next stage of Balgowlah Shops, North Narrabeen shops and Forestville shops.

Behind schedule



## **Sportsgrounds improvements**



### **Brookvale Oval upgrade**

Council resolved on 23 July 2019 to align the upgrade of Brookvale Oval with the club's timing to develop its Centre of Excellence. There will be no further action on this task this year.

## FINANCIALS

### PARKS & RECREATION

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	6,970,283	6,970,283	0	28,185,774	28,185,774	28,185,774
User Charges & Fees	887,600	392,765	494,835	2,331,884	2,331,884	2,331,884
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	57,386	43,242	14,145	182,016	182,016	182,016
Grants and Contributions - Operating Purposes	26,121	127,017	(100,896)	41,332	158,020	425,320
Grants and Contributions - Capital Purposes	523,520	936,871	(413,350)	4,646,592	4,677,032	4,677,032
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>8,464,910</b>	<b>8,470,177</b>	<b>(5,267)</b>	<b>35,387,598</b>	<b>35,534,726</b>	<b>35,802,026</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(2,669,440)	(2,753,641)	84,201	(11,722,189)	(11,722,189)	(11,722,189)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(3,019,494)	(3,145,111)	125,617	(12,955,951)	(13,082,639)	(13,340,939)
Depreciation and Amortisation	(1,247,672)	(1,247,672)	0	(4,990,686)	(4,990,686)	(4,990,686)
Other Expenses	(31,381)	(34,964)	3,583	(437,265)	(437,265)	(437,265)
Internal Charges	(380,974)	(383,256)	2,282	(1,619,373)	(1,619,373)	(1,619,373)
Overhead Allocation	(915,533)	(915,533)	0	(3,662,134)	(3,662,134)	(3,662,134)
<b>Total Expenses From Continuing Operations</b>	<b>(8,264,495)</b>	<b>(8,480,177)</b>	<b>215,682</b>	<b>(35,387,598)</b>	<b>(35,514,286)</b>	<b>(35,772,586)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>200,416</b>	<b>(10,000)</b>	<b>210,416</b>	<b>0</b>	<b>20,440</b>	<b>29,440</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Surplus from Continuing Operations of \$210,416 is higher than forecast at the end of September as a result of lower than anticipated expenditure.

Total Income of \$8,464,910 is lower than forecast by \$5,267. Higher User Charges and Fees of \$887,600 are primarily due to forecast income from watercraft storage, Winter 2020 sportsfield user fees and the leases from community and sporting groups occurring earlier than anticipated. An additional grant of \$267,300 is expected to be received in November 2019 from Transport NSW for the planting of trees to off-set loss along Warringah Road due to the B-Line and the forecast has been adjusted accordingly for both income and expenditure for this program.

Grants and Contributions from capital purposes are \$413,350 lower than anticipated due to the delay in the commencement of the Connecting through Playground program.

Total Expenses of \$8,264,495 is \$215,682 lower than forecast. Employee Benefits & Oncosts are \$84,201 lower than forecast primarily due to a number of short-term vacancies.

Materials and contracts are \$125,617 lower than forecast, primarily related to delays in some programs including proactive tree maintenance, dune maintenance and planned work at Marine Parade, Manly.

# Children's Services

## HIGHLIGHTS

### National Quality Framework updates

Dee Why Children's Centre has implemented a learning discovery garden in conjunction with Woolworths to enable children to explore, discover and connect with nature.

Children's Services Reconciliation Action Plan has been reviewed and published on Narragunnawali's online platform. A copy of the plan has been distributed to our early learning centres, family day care and vacation care.

### Community and Service Achievements

Families participated in the 2019 Early Learning Science Technology Engineering and Maths (STEM) Australia Survey. The survey focused on family understanding of science, technology, engineering and maths concepts.

Brookvale Pre-school and Brookvale Public School are collaborating together with students from Brookvale Public School visiting our centre to play, read and talk about their experiences at school with the Pre-school children.

Dee Why Children's Centre and Vacation Care are collecting plastic lids for Envision where they turn milk and soft drink bottle lids into prosthetic limbs for children. Approximately 250-500 lids (milk bottles and soft drinks) are used to make a small prosthetic hand for a child whilst an arm requires 1,000 caps.

Harbour View Children's Centre has taken part in an initiative with Statewide Australia that turns collected clothing donations into proceeds that go directly to MS Australia to support people living with Multiple Sclerosis.

Forty eight children with additional needs received our care through sources such as fee support, additional funds for integration support staffing, or through the expertise of our dedicated staff of educators.

### Upgrades to Children's Services

Harbour View Children's Centre have purchased a worm farm to promote sustainability practices and children's connectedness to the world around them.

North Harbour Pre-school had a new natural play structure installed thanks to the Quality Learning Environment funding awarded to us by the Department of Education.

Performance Measures – Children's Services	Target	September Quarter
No. children attending Long Day Care programs	> 700	770
No. children attending Family Day Care programs	> 380	394
No. children attending Preschool programs	> 100	133
No. children attending Vacation Care programs	Q1 > 400	482

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

## OPERATIONAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule 



### **Providing quality education and care – meeting or exceeding the National Quality Standard**

#### National Quality Framework updates

- Belrose Children's Centre completed a developmental study and evaluation of swings that support children with a range of abilities used in the Early Childhood setting. The Study was then presented to the Parks and Assets team to assist with planning future inclusive playgrounds
- Roundhouse Children's Centre was reviewed against the national quality standards with an authorised officer from the Department of Education visiting the Centre over two days to conduct the assessment and rating

#### Community and Service Achievements

- Children, Staff and families participated in Book week celebrating literacy
- A number of exciting activities took place across the service including a visit from Kindifarm allowing children to interact with farm animals, dental hygiene sessions with Little Smiles, music play therapy with Phoebe from Musical Chairs and exploration of creative arts with a visit and performance from Gary and Carol Creees. The Roundhouse Children's Centre enjoyed a violin performance by one of our parents who is in the Sydney Symphony Orchestra.
- Harbour View Children's Centre hosted a Father's Day Afternoon Tea which was well attended by lots of dad and friends

#### Upgrades to Children's Services

- Harbour View Children's Centre have purchased a worm farm to promote sustainability practices and children's contentedness to the world around them
- North Harbour Pre-school had a new natural play structure installed thanks to the Quality Learning Environment funding awarded to us by the Department of Education
- The Roundhouse Children's Centre purchased new glass whiteboards for our babies room to display and program and communicate with parents
- Fourteen new casual educators have been recruited and will commence their Vacation Care experience during the spring holiday. This will take the Vacation Care database of casual educators to 111.



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

Sixteen children with additional needs are receiving Integration Support funding so additional educators can be employed to support the children to participate in the early learning programs at the centre. The additional needs of another 17 children were managed by educators in the room.

The federal government's child well-being subsidy supported ten children at risk to receive early childhood education and care. Child care fees for another child is paid for by another organisation while parents study or attend training. Four families with children at pre-school were eligible for reduced fees through the Government's Start Strong program.

## CAPITAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule



### Childcare buildings



#### Kangaroo Street Preschool new works

Construction work is underway and programmed to be completed by the end of the year.



#### Kangaroo Street Preschool renewal works

Construction work is underway and programmed to be completed by the end of the year.



#### Children's centres works program

Minor renewal works planned for Roundhouse Children's Centre. Renewal works are expected to be carried out in December 2019 and January 2020 to take advantage of the centre shut down period.

Behind schedule



### Childcare buildings



#### Dee Why Children's Centre design works

The Dee Why Children's Centre is located in the grounds of Dee Why Public School. An 'in principle' agreement has been reached to extend the existing lease on the current site and the design work for a new building is on hold.



## FINANCIALS

### CHILDREN'S SERVICES

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	(10,469)	(10,469)	0	1,250,968	1,250,968	1,250,968
User Charges & Fees	3,349,712	3,415,261	(65,549)	13,310,361	13,310,361	13,185,490
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	(2,306)	2,273	(4,579)	9,091	9,091	9,091
Grants and Contributions - Operating Purposes	289,899	157,099	132,800	620,832	620,832	1,273,266
Grants and Contributions - Capital Purposes	0	0	0	0	0	0
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>3,626,836</b>	<b>3,564,164</b>	<b>62,672</b>	<b>15,191,252</b>	<b>15,191,252</b>	<b>15,718,814</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(2,557,713)	(2,574,314)	16,601	(11,237,713)	(11,237,713)	(11,174,459)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(554,873)	(579,956)	25,083	(2,311,407)	(2,311,407)	(2,377,106)
Depreciation and Amortisation	(86,529)	(86,529)	0	(346,117)	(346,117)	(121,261)
Other Expenses	(50,013)	(85,521)	35,508	(311,543)	(311,543)	(311,543)
Internal Charges	(45,629)	(48,749)	3,120	(228,096)	(228,096)	(203,394)
Overhead Allocation	(189,094)	(189,094)	0	(756,376)	(756,376)	(756,376)
<b>Total Expenses From Continuing Operations</b>	<b>(3,483,852)</b>	<b>(3,564,164)</b>	<b>80,312</b>	<b>(15,191,252)</b>	<b>(15,191,252)</b>	<b>(14,944,139)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>142,983</b>	<b>0</b>	<b>142,983</b>	<b>(0)</b>	<b>(0)</b>	<b>774,675</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Surplus from Continuing Operations of \$142,983 is higher than forecast by \$142,983 at the end of September.

Total Income from Continuing Operations of \$3,626,836 is higher than forecast by \$62,672, primarily as a result of higher than anticipated grant revenue. User Charges & Fees are lower than forecast due to the closure of Beacon Hill Vacation Care while the building is being renovated.

Other Revenues are slightly lower than forecast as a result of timing with suppliers paying for advertising in the Vacation Care brochure.

Grants and Contributions for Operating Purposes are higher than forecast by \$132,800 due to an unexpected Legacy funding grant for Long Day Care and Pre-schools.

Total Expenses from Continuing Operations of \$3,483,852 are lower than forecast by \$80,312.

This is principally the result of staff vacancies. Materials and Contracts are slightly lower than forecast changes by \$25,083 as a result of timing of maintenance costs.

For the full financial year, the Total Surplus from Continuing Operations forecast to increase by \$774,675 as a result of forecast changes:

- The unanticipated grant funding received in the October Quality Learning Environment grant and increased pre-school funding of \$309,391 and Legacy funding for long day care centres of \$343,043.
- Children's Services Strategy cost of (\$80,000)
- Beacon Hill Vacation Care closed due to renovations (\$29,726)

\$229,505 has been allocated to the capital expenditure program from these surplus funds for the renewal of Roundhouse Children's Centre.

# Community Arts and Culture

## HIGHLIGHTS

### Arts and culture

Celebration of the Weaving Bridges project took place during NAIDOC week with over 100 visitors enjoying the launch at Queenscliff. The artwork was created during workshops with the local Aboriginal community and was part of the Gai- Mariagal indigenous festival. The Creative Space at Curl Curl hosted the 2019 Northern Beaches Art Prize, and four other exhibitions.

### Glen Street Theatre

There were popular sold out performances of Diplomacy, the Wharf Revue, and Stage Artz' production of Mary Poppins. Spiegelesque returned to the Cabaret Room, which has been refurbished to enhance the quality and experience of performances. NIDA workshops were fully booked, from the July school holidays onwards, indicating ongoing demand for these opportunities. We also introduced pre-purchase of food and beverages, to improve the customer experience.

### Manly Art Gallery and Museum

We welcomed 27,177 visitors this quarter for a range of exhibitions and events. Focussed exhibitions included solo shows by painters Charlie Sheard and Wendy Sharpe, drawings by Mick Glasheen and the photographers Louise Whelan and Stu Spence. Broader exhibitions included Recent Acquisitions and Artists abroad, a presentation of some permanent collection works featuring European landscapes painted by ex-patriate artists.

There were 105 public programs, attracting 16,849 people. This included three Creative Connect professional development seminars and a Women's Creative Circle lecture. The Gallery Society hosted a Valuation Day for collectors, and the Kids' Art and Life drawing classes. The Manly Arts Festival had 60 events, including two bus tours to artists' studios and two Sound Lounge concerts.

### Support for our community

Meals on Wheels delivered 4,846 meals to older people in the community to enable them to live at home for longer and prevent social isolation. Community Lunches were a successful addition to the home delivery service, with 370 meals served in small groups, to build social connections. The Adolescent and Family Counselling Service provided support to 50 young people and their families with 179 free counselling sessions.

### Youth and community development

We became the first council in Australia to sign the National Communications Charter, on 10 September 2019, which focuses on reducing stigma around mental illness, suicide and help-seeking. The Northern Beaches Suicide Response Steering Group recently formed a new Lived Experience Group, and welcomed two new representatives.

Council continues to address relevant social issues and provide support to vulnerable members in our community with 16 activities involving 2,286 participants, including the recent Disability Services Expo at Dee Why RSL.

The first Religious and Cultural Leaders Forum was held at the Dee Why PCYC, focusing on Domestic and Family Violence. The forum brought over 120 people from over 60 different religious and cultural communities together, with 25 stalls of local services.

The first Housing and Homelessness Forum for the Northern Beaches was held in August with key specialist services and several representatives from the Department of Communities and Justice. A Discussion Paper summarising the key recommendations is being developed.

In its 18th year, the 24/7 Youth Film Festival encouraged young people to create a 7-minute or less film, in 24 hours of preparation. Over 300 people attended the screenings, followed by the Awards Night on 22 September. Young filmmaker Joel Maguire took out the top award for his film “Tim”.

Council partnered up with Northern Beaches Secondary College Cromer Campus for an acoustic night at Manly Town Hall. Over 150 people attended the “first of its kind” event with students taking on lead roles throughout the entire project. It was well-received, with 97% of those surveyed being supportive of the youth event and venue.

Students and Chaperones from Japan’s Odawara City Council visited our region for the annual Student Exchange, enjoying various cultural, educational and recreational activities in the area.

### Our growing volunteer base

New volunteers were recruited to support a range of our services and programs, including Meals on Wheels, Manly Art Gallery and Museum, Libraries, Bushcare, Cemeteries, Environment Centres and Manly Visitor Information Centre.

Performance Measures – Community Arts and Culture	Target	September Quarter
Community centres bookings	Q1 > 9,270	9,417
Volunteers who actively participate in ongoing programs across Council	> 650	659
Direct services: Meals services	> 4,500	4,846

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

### OPERATIONAL PROJECTS

Key: ✔ Complete ✔ Progressing ! Behind Schedule

#### Progressing on schedule



#### **Review the Manly Arts festival and Northern Beaches Art Prize**

The 2019 Northern Beaches Art Prize was launched in August. The review of this activity is underway.



#### **Develop a Social Plan and supporting plans for target demographics**

The project governance structure has been established and engagement plan drafted for endorsement at the first Project Steering Group meeting in October.



#### **Conduct youth activities at PCYC**

There were no youth events at the PCYC in July to September 2019. The next event is planned for November, a multicultural activity with youth engagement and a show. A band

night is arranged for December 14 with a high profile band on a national tour, with tickets selling well.



### **Support the youth and wellbeing hub at Avalon**

In September 2019, three counselling sessions and several workshops were held at the Avalon Youth Hub, with 52 young people attending. There were 14 community contacts made to the Youth Hub by phone, referrals and online.

The Wednesday Outreach BBQ at Newport is averaging 30 young people each afternoon, facilitated by Youth Hub partners Street Works and Mission Australia.



### **Develop and promote an online disability inclusion and access information hub**

An accessibility audit of the online hub has been completed. Recommendations to ensure it is of sufficiently high accessibility standards are being reviewed and applied. It is expected that the hub will be available soon.



### **Funding support for design of Mona Vale Performing Arts Centre**

This project at Mona Vale Public School is being managed by the Department of Education, with the feasibility study provided for consideration by the Department.



### **Funding support for construction of Barrenjoey Community Performance Space**

Council is providing \$1.05m grant funds to Department of Education, to design and build a 200 seat community performance space at Barrenjoey High School. Construction is underway and expected to be completed in November.



### **Conduct a feasibility study into the potential use of former restaurant site at Glen Street Theatre**

This quarter we undertook community engagement to inform the feasibility study, as well as work to appoint a consultant to undertake the study.

Behind schedule



### **Implement the Coast Walk Public Art Strategic Plan**

The project is slightly behind schedule due to resourcing. The evaluation of the artists' panel tender is underway and will be reported to Council in December 2019. Public Art Working Group members selected and first meeting scheduled for October 2019.

## CAPITAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule 

### Art Works



#### Manly Art Gallery - art works

A bathing suit by Angela von Boxtel was purchased.



#### Theo Batten Bequest - art works

No purchases have been made.

### Community Centre Improvements



#### Community buildings works program

Architects have been appointed and an initial concept prepared for the internal alterations to Mona Vale Memorial Hall.

Manly Seniors Kitchen is being upgraded. Work is expected to take place in November to December 2019.



#### Community centres minor works program

Re-roofing works are underway at Collaroy Plateau Community Centre and will be completed in mid-October.

At the Tramshed, Narrabeen, the kitchen door has been replaced and a quote obtained for an awning over the steps to the rear entrance to cafe.



#### Warriewood Valley Community Centre new works

Work to design and build the new multi-use community centre on the existing site of the Nelson Heather Centre in Warriewood continues. This project will be delivered over the next 2-3 years. A request for tender for architectural services is currently under evaluation with an architect expected to be appointed by the end of 2019.



#### Warriewood Valley Community Centre renewal works

Work to design and build the new multi-use community centre on the existing site of the Nelson Heather Centre in Warriewood continues. This project will be delivered over the next 2-3 years. A request for tender for architectural services is currently under evaluation with an architect expected to be appointed by the end of 2019.



#### Beacon Hill Community Centre and Youth Club

Work is underway and completion is expected in early January 2020.

## Cultural Improvements



### **Manly Art Gallery renewal works**

Planning underway for various jobs including air conditioning improvements and roof repairs.



### **Glen Street Theatre renewal works**

Consultancy Works progressing to document tender for new chiller upgrade to Air Conditioning, with budget over two years 2019/20 and 2020/21.

Urgent works to deal with ongoing roof leaks, upgrade Fire Indicator Panel and ventilation to amenities currently being priced.

Behind schedule



## Cultural Improvements



### **Coast walk – art trail**

The project is slightly behind schedule due to resourcing. The evaluation of the artists' panel tender is underway and will be reported to Council in December 2019. Public Art Working Group members selected and first meeting scheduled for October 2019.



### **Creative arts space - Mona Vale**

The project has been delayed to allow for greater consultation with key stakeholders to finalise the scope and configuration of the space.



### **Creative arts space - Avalon Golf Course**

Plans have been developed for alterations to the Avalon Golf Clubhouse to accommodate arts use. The project is awaiting heritage planning approval to progress.

## FINANCIALS

### COMMUNITY ARTS & CULTURE

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	1,892,113	1,892,113	0	7,871,567	7,871,567	7,871,567
User Charges & Fees	1,275,641	1,182,813	92,828	3,984,760	3,986,910	3,987,909
Investment Fees and Revenues	0	1,250	(1,250)	5,000	5,000	0
Other Revenues	114,203	150,979	(36,776)	743,535	743,535	743,535
Grants and Contributions - Operating Purposes	548,553	847,545	(298,992)	3,368,980	3,392,068	3,697,068
Grants and Contributions - Capital Purposes	0	0	0	0	9,407	9,407
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>3,830,510</b>	<b>4,074,701</b>	<b>(244,191)</b>	<b>15,973,841</b>	<b>16,008,486</b>	<b>16,309,486</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(1,588,499)	(1,540,324)	(48,175)	(6,697,606)	(6,697,606)	(6,697,606)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(682,515)	(812,236)	129,721	(2,949,276)	(3,127,753)	(3,049,764)
Depreciation and Amortisation	(247,864)	(247,864)	0	(991,456)	(991,456)	(1,046,181)
Other Expenses	(679,899)	(1,089,829)	409,930	(3,713,294)	(3,780,794)	(4,092,605)
Internal Charges	(88,665)	(93,396)	4,731	(368,006)	(368,006)	(375,117)
Overhead Allocation	(346,051)	(346,051)	0	(1,384,204)	(1,384,204)	(1,014,778)
<b>Total Expenses From Continuing Operations</b>	<b>(3,633,492)</b>	<b>(4,129,701)</b>	<b>496,209</b>	<b>(16,103,841)</b>	<b>(16,349,818)</b>	<b>(16,276,050)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>197,018</b>	<b>(55,000)</b>	<b>252,018</b>	<b>(130,000)</b>	<b>(341,332)</b>	<b>33,436</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Surplus from Continuing Operations of \$197,018 is higher than forecast at the end of September primarily as a result of lower expenditure in materials and contracts which will be on target by the end of the financial year.

Total Income from Continuing Operations of \$3,830,510 is lower than forecast by \$244,191. This is due to timing of the receipt of grants in the Community Development, Meals on Wheels and Youth & Family Counselling Services income budgets. An unexpected grant for \$60k was received for Community Safety.

Total Expenses from Continuing Operations are \$3,633,492 which is lower than forecast by \$496,209. Other expenses are \$409,930 lower than forecast due to the rollover of funds from 2018/19 for the PCYC events from the merger savings fund, plus two community groups are yet to invoice Council for their quarterly or annual grant payments – totalling \$115k.



Changes are proposed to the annual forecast to address the variances noted above. These include:

- Reduce the allocation from the Merger Saving Funds for the PCYC events in 2019/20 by \$153k to continue the program over 6 years, rather than 4 years
- Increase (\$50k) for Glen Street Theatre Feasibility Study and Business Case for the operation of a performance/entertainment space with food and beverages in the former restaurant space – (as per Council res item 15.4 on 18 Dec 2018).
- Increase depreciation (\$54k) as a re-distribution from Children Services for non-Council operated preschools run from Community Centres under hire arrangements.

# Library Services

## HIGHLIGHTS

### Connecting and building our community

Our residents' use of the service continued to grow this quarter. Library membership grew by 2,289 to a total 186,392 people and our Home Library service expanded its reach by a further 22 customers and now has 433 clients. We received 93,177 visits to the library website and our eLoans grew another 7%, reaching 64,499 for the quarter.

We have more volunteering opportunities available, with 236 volunteers currently supporting the service in areas such as Home Library deliveries, Family History and Justice of the Peace services.

The service also delivered 468 programs attended by 12,432 people. Events included school holiday activities, 98 adult programs including four author talks, 20 youth programs and 480 entries in the Young Writers competition, with recognition and prizes for 24 finalists.

### Improving the service

We are improving the way items are loaned, returned and secured, with a new system installed at Dee Why, Forestville, Glen Street and Warringah Mall libraries. We are also improving access to our local history archives, by capturing our Local Studies items in digital images.

Manly Library has already relocated the Local Studies to Level 2, and repurposed the former space to a quiet space. Manly and Mona Vale libraries have upcoming refurbishments. Meeting room technology is also being improved across the service.

Performance Measures – Library Services	Target	September Quarter
No. library memberships	> 180,000	186,392
No. youth memberships	> 32,000	34,102

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

## OPERATIONAL PROJECTS

Key: ✔ Complete 🔄 Progressing ! Behind Schedule

Progressing on schedule 🔄



### Review and improve eServices in line with customer needs and demands

We have started creating a common system to collate usage statistics for all electronic resources. This system will help determine popularity, value for money and identify opportunities for promotion to our customers.



### **Digitise the Local Studies collection**

The audit of Local Studies image assets continues and will identify assets that have been digitised. Current processes for digitisation are being reviewed and mapped to align with the workflows of the History Hub which is the new digital archives platform.



### **Improve and expand library programs in line with customer needs and demands**

We have continued to expand library programs across the service. Examples include:

- Expansion of the Unplugged band competition to run across three branches this year.
- The Wellness Walk program has also been launched in all branches.
- A second Richard Glover event, to meet customer demand.
- Extended HSC lock in programs have been confirmed to run at all six branches.
- The Art and Words Project was launched at Manly library with over 70 attendees and almost 100 anthologies sold.



### **Review opportunity to provide 24/7 access to the physical library space**

This is in the planning stage. We have defined objectives, issues and key stakeholders.



### **Increase the reach of the Home Library service**

We continued to reduce the wait list of 22 prospective clients, in line with team capacity. All 22 wait-listed clients were welcomed to the service in August. The service was promoted during Carer's week and at the Northern Beaches Disability Expo.



### **Increase youth engagement with library programs and activities**

Several youth focused programs have been held :

- A successful Harry Potter Trivia night was held at Warringah Mall Library with 53 attendees.
- A successful Zine fair was held and featured 24 stall holders, three Council stands and five local youth bands providing entertainment.
- A library information stand was used at the Stix and Stones music night in Manly to survey youth on their use of the library service.
- Staff training continued and a second workshop is scheduled to up skill staff on services the library offers to youth.
- Future programs are being explored e.g. The Unplugged band competition has been confirmed for heats at three library branches in November.



### **Optimise volunteering opportunities across the service**

Four new Home Library Service volunteers have commenced at Dee Why library. A Home Library Service volunteer has also been recruited for Mona Vale Library. A new volunteer

Justice of the Peace (JP) service has been introduced at Mona Vale Library. Three volunteer JPs are now available for customers on a Saturday.

## Behind schedule



### **Review library opening hours to improve consistency and access**

Any extension of library opening hours is contingent on staff resourcing. Options continue to be considered in preparation for wider consultation with staff and Joint Consultative Committees.

## CAPITAL PROJECTS

Key: Complete Progressing Behind Schedule

## Progressing on schedule



### Community Space and Learning



#### **Library books new**

The ordering of new library stock has commenced with an emphasis on the purchase of subscriptions and eResources.



#### **New library technology**

Phase 1 is now complete with equipment operational for customers and staff in Warringah Mall, Dee Why, Forestville and Glen Street Libraries. Phase 2 of the project will start when refurbishment work commences in Manly and Mona Vale Libraries, likely in December 2019.



#### **New library furniture**

Planning has commenced to identify and select furniture for the new Manly Library meeting rooms, in line with customer demand.



#### **New library technology community spaces**

We have identified the requirements for meeting room equipment for Warringah Mall library and are collaborating with the other branches on their requirements.



#### **Library books – replacement**

Purchases were dominated this quarter by Adult Fiction, comprising 31% of received stock. Adult Non Fiction was 20%, Junior items 18% and DVDs 14%. The remaining 17% of stock received was Young Adult and Audio Visual items.

### Library Upgrades



#### **Mona Vale Library upgrades and new works**

Planning phase is nearly completed, with architectural documentation being finalised, in order to tender for the works.



### **Library buildings works program**

Quotes have been received for minor works.



### **Forestville Library renewal works**

Initial communication has commenced with stakeholders on the scope of works, which will be completed in future years.



### **Manly Library renewal works**

Initial concepts for upgrades to Manly Library are complete, and a cost plan for concepts has been developed. Plans are being refined to focus on priority needs.

## FINANCIALS

### LIBRARY SERVICES

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	2,433,419	2,433,419	0	10,229,935	10,229,935	10,229,935
User Charges & Fees	55,353	43,460	11,893	174,984	174,984	174,984
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	32,184	44,773	(12,590)	179,096	179,096	179,096
Grants and Contributions - Operating Purposes	9,000	144,441	(135,441)	144,441	339,109	339,109
Grants and Contributions - Capital Purposes	0	0	0	500,000	500,000	500,000
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>2,529,956</b>	<b>2,666,093</b>	<b>(136,138)</b>	<b>11,228,456</b>	<b>11,423,124</b>	<b>11,423,124</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(1,589,456)	(1,643,308)	53,852	(7,153,123)	(7,153,123)	(7,153,123)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(143,670)	(125,398)	(18,272)	(772,447)	(962,902)	(943,752)
Depreciation and Amortisation	(433,594)	(433,594)	0	(1,734,376)	(1,734,376)	(1,734,376)
Other Expenses	(186,066)	(189,890)	3,824	(460,643)	(464,856)	(454,006)
Internal Charges	(35,376)	(36,755)	1,378	(159,270)	(159,270)	(159,270)
Overhead Allocation	(237,149)	(237,149)	0	(948,597)	(948,597)	(948,597)
<b>Total Expenses From Continuing Operations</b>	<b>(2,625,311)</b>	<b>(2,666,093)</b>	<b>40,783</b>	<b>(11,228,456)</b>	<b>(11,423,124)</b>	<b>(11,393,124)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>(95,355)</b>	<b>0</b>	<b>(95,355)</b>	<b>(0)</b>	<b>(0)</b>	<b>30,000</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Deficit from Continuing Operations is \$95,355 higher than forecast at the end of September as a result of an anticipated grant not being realised in the first quarter, partially offset by lower than forecast expenditure.

Total Income from Continuing Operations of \$2,529,956 is lower than forecast by \$136,138 due to lower Other Revenues and the non-receipt of Grants and Contributions. Other Revenues are lower than forecast as a result of the new library management system notifying customers of pending overdue book fees prior to the due date.

Total Expenses from Continuing Operations of \$2,625,311 is lower than forecast by \$40,783. This is primarily due to lower Employee Benefits & Oncosts of \$53,852 offset by a higher than anticipated expenditure in Materials and Contracts of \$18,272. The lower Employee Benefits & Oncosts are due to existing vacancies resulting from the phased implementation of the library structure. The higher than anticipated spend in Materials and Contracts is due to timing changes associated with annual library subscriptions.

As a result, the total deficit from Continuing Operations is \$95,355. It is proposed to increase the annual forecast to a surplus of \$30,000 primarily due to changes to the library digitisation program and a reduced requirement for archival supplies.

# Transport Traffic and Active Travel

## HIGHLIGHTS

### Enhancing active transport

The Active to Schools Project promotes safe walking and cycling to school, and is a cooperative effort with local schools, Department of Education, Transport for NSW, NSW Health Promotion and the Heart Foundation. It provides new and improved infrastructure, as well as working to improve bus services and parking around schools. Council is currently developing mapping to support an online self-reporting tool for schools – using Social Pinpoint, areas can be identified for improvement of their safety or connectivity.

Bicycle parking has been increased in the Manly Town Centre, with 50 new hoops installed on poles to support and encourage cycling. Bicycle parking has also been installed in Riddle Reserve, Bayview. Shared path line marking has been improved in John Fisher Reserve and Cromer Park, Cromer.

To support and encourage cycling on the recently constructed shared path network, Council participated in TfNSW Bike Week 2019. We hosted three pop up activities in Mona Vale, Dee Why and Newport to promote the local active connections.

### A strategic approach to transport

We are currently developing an integrated transport approach, across the Northern Beaches area, which considers all transport modes and future innovation. The Northern Beaches Bike Plan and Road Safety Plan are in development and will be placed on the agenda of a future Council Meeting, for endorsement to commence public exhibition

Related strategies and plans already adopted by Council are the Northern Beaches Walking Plan, Shared Transport Policy and Bike Share Guidelines. Others to be developed in the coming year are the Electric Vehicle Plan and Car Share Plan.

### Making road travel safer

Senior Road Safety Workshops are well received and sought out by various groups. A local seniors group had 34 attending a session in July, benefitting from updates on road rules and safety tips for using roads and paths.

Our free child car restraint checking days are always in high demand. During August, 51 families had their restraints checked, with 85% found to need changing or adjusting. This has resulted in improved safety for 74 more local children.

Our August workshop on 'Helping Learner Drivers Become Safer Drivers' was attended by 25 supervising drivers. Topics included changes to the licensing scheme; conditions for Learner and Provisional drivers; and the benefits of supervised driving. Feedback showed that the workshop is highly valued, addresses key concerns and provides important new information.

### Building a planet-friendly fleet

With a view to reducing costs and carbon emissions, Council has obtained four plug in electric Hyundai Ioniqs, with more on order to grow our fleet of low-emission vehicles. Two electric sweepers are on order for public place cleaning, meaning a cleaner and quieter service. Electric cleaning carts will also replace petrol powered units at Sydney Lakeside Holiday Park.



## Keeping public places problem-free

A team of Public Place Officers have been conducting regular inspections of Council areas, and identifying issues to be rectified, as well as meeting with other Council teams on localised issues. This quarter the team have been assisting Council's Waste Service with the roll out of new bins for public places, and retrieving old bins, a large task across the whole Northern Beaches.

Performance Measures – Transport and Active Travel	Target	September Quarter
Works on schedule for active travel assets	100%	100%
Road renewals program on schedule	100%	100%

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

## OPERATIONAL PROJECTS

Key: ✔ Complete 🔄 Progressing ! Behind Schedule

Progressing on schedule 🔄

### 🔄 **Expand the Active to Schools initiative to encourage walking and cycling to school, in partnership with NSW Department of Transport**

Work continues on journey mapping of school and student data, and a Memorandum of Understanding for this initiative. This is a cooperative project with NSW Education.

### 🔄 **Develop Transport Plans to support the Transport Strategy - Parking, Road Safety, Public Transport**

The Road Safety Plan has been finalised and is on the agenda of the October Council meeting for endorsement. The Parking Plan is currently being developed.

### 🔄 **Implement Transport Plans which support the Transport Strategy - Parking, Bike, Road Safety, Public Transport**

The Draft Bike Plan is expected to go to the November Council meeting

### 🔄 **Implement Walking Plan and Pedestrian Access and Mobility Plans**

Works have been completed in Middleton Road, Cromer, in Clontarf Street, from Lister Street to Urunga Street in Seaforth, in Beaconsfield Street, Newport, and kerb ramps were completed at the intersection of Griffiths and Boyle Streets, Balgowlah.

### 🔄 **Develop accessibility maps for all major town and village centres**

Initial project planning is underway to develop a strategic approach to deliver the project.

## CAPITAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Completed 

### Active travel – cycleways and footpaths


#### **Soldier's Memorial Walk Freshwater**

Completed in July 2019. This completes a missing link in the 'Avenue of Honour'.

### Road and related infrastructure upgrades

#### **Parking station and meters infrastructure**

Completed in August 2019.

Progressing on schedule 

### Active travel – cycleways and footpaths

#### **Footpath new**

The footpath program is progressing, with the following sites completed so far:

- Middleton Road, Cromer, adjacent to car parking
- Clontarf Street, Seaforth, from Lister Street to Urunga Street
- Beaconsfield Street, Newport
- Griffiths Street and Boyle Street intersection, Balgowlah, – kerb ramps

#### **Footpath renewal works**

The works have been prioritised and a contractor appointed. The first works were completed at Alexander Street in Manly

#### **Bike Plan implementation - new works**

Construction works to commence on major programs in February

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

Council is preparing a brief for the design and construction of the proposed pedestrian bridge across Fern Creek. Geotechnical investigations have been undertaken and a survey has been prepared. Council will undertake the bridge works in conjunction with the creek rehabilitation works.

#### **Connecting Communities - footpaths program**

- The Ocean Road, Palm Beach from Black Rock to Governor Phillip Park path concept has been completed and consultation will commence shortly.

- The concept design for the stairs for Turrimetta Beach is having a further engineering design review.
- Design work and consultation is ongoing for the Whale Beach Road, from Norma Road to Florida Road section of the Coast Walk.
- Consultation for Newport to Avalon is continuing.



### **Connecting Communities - cycleways program**

Design and community consultation is ongoing for the Newport to Avalon section of the cycleway. The shared user path on Pittwater Road, Collaroy and the Howard Avenue, Dee Why shared path are both now complete.



### **Narrabeen Lagoon pedestrian and cycle bridge**

This project is on track with procurement for construction set to commence next month

## **Active travel – cycleways and footpaths**



### **Whistler Street Car Park renewal works**

This project is progressing well with work in progress on the southern and eastern sides of the car park. The project is expected to be completed late October 2019



### **Multi storey car parks renewal works**

Planning is in progress for air handling improvements to the underground car parks. Some funds will also be allocated for fire safety measures improvements.



### **Car park renewal works**

Designs were completed for Mona Vale Beach Carpark, Middleton Road Parking Bays in Cromer, and Lake Park Road Carpark in Narrabeen. Construction to commence in October.

## **Plant and fleet**



### **Major plant renewal**

Most programmed plant items have been ordered, apart from Beach Services and those used for transport-related works.



### **Light fleet renewal**

Program on track, with 27 vehicles delivered to replace older or less efficient vehicles

## **Road and related infrastructure upgrades**



### **New traffic facilities**

The Starkey Street pedestrian crossing upgrade was completed in Forestville. Planning has commenced for all other projects which have now been defined.



### **Warriewood Valley - traffic and transport infrastructure**

Designs are ongoing for the various projects in Warriewood Valley. Construction for all delivery projects to commence in February 2020



### **Church Point - new infrastructure**

The detailed design and environmental approvals process is currently underway



### **Scotland Island roads and drainage improvements**

We have been undertaking engagement with the Scotland Island Residents' Association and undertaking detailed scoping of Scotland Island's roads to identify key areas for improvements. A program will be defined and key projects identified. Construction is scheduled for the fourth quarter of the financial year.



### **Kerb and gutter new**

This program will commence in early 2020.



### **Kerb and gutter renewal works**

Works were completed in Carawa Road, Cromer, and the surrounding vicinity of Fisher Road North and Willandra Road.



### **Retaining wall renewal works**

Palomar Parade Stage 1, Freshwater, has commenced and will be completed in early October 2019. Planning and design ongoing for Palomar Parade Stage 2 and Moore Street, Clontarf. Detailed design of McCarrs Creek Road, Church Point, has been completed.



### **Road resheeting program**

Works have been planned and prioritised for the year, and contractors have been engaged to start work in October.



### **Bus stop renewal**

Construction work at the Palm Beach Heritage Shelter is progressing well and completion is expected in early October.

## **Wharf upgrades**



### **Wharves works program**

Project is scheduled to start in November



### **Sea wall renewal works**

Project is scheduled to start in December

Behind schedule



## **Road and related infrastructure upgrades**



### **Bridge renewal works**

The Ocean Street Bridge project is in the planning stage. Further investigation is being undertaken to ensure that the design creates sustainable outcomes to provide the best

outcomes for the adjacent Narrabeen Lagoon. Construction will be re-phased to coincide with a future lagoon clearance operation to reduce the environmental impact of the works.

Initial planning has commenced on the Oxford Falls Road bridge project.

### Wharf upgrades



#### **Church Point Masterplan Wharf extension**

This project is behind schedule whilst Council resolves issues of land ownership.



#### **Carol's Wharf renewal works**

The project timeline has been extended to ensure community engagement outcomes are addressed and construction is not impacted by energy utility work. Construction is scheduled for March - June 2020.



#### **Bells Wharf renewal works**

The project timeline has been extended to ensure community engagement outcomes are addressed and construction is not impacted by energy utility work. Construction is scheduled for March - June 2020.

### Active travel – cycleways and footpaths



#### **Dee Why to Long Reef Walkway**

Project delay caused by investigations and preliminary environmental studies to identify possible routes to connect Dee Why and Long Reef.

## FINANCIALS

### TRANSPORT, TRAFFIC AND ACTIVE TRAVEL

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	3,810,858	3,810,858	0	6,135,545	6,135,545	6,135,545
User Charges & Fees	3,032,883	3,079,715	(46,831)	14,600,498	14,600,498	14,600,498
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	598,922	132,242	466,681	760,000	760,000	917,000
Grants and Contributions - Operating Purposes	293,983	588,504	(294,521)	4,745,864	4,745,864	4,786,864
Grants and Contributions - Capital Purposes	651,393	1,399,165	(747,772)	9,672,177	9,942,019	12,140,235
Gains on disposal of Assets	320,944	134,485	186,460	673,373	673,373	673,373
<b>Total Income From Continuing Operations</b>	<b>8,708,984</b>	<b>9,144,967</b>	<b>(435,984)</b>	<b>36,587,458</b>	<b>36,857,300</b>	<b>39,253,516</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(2,705,700)	(2,626,285)	(79,415)	(11,363,878)	(11,363,878)	(11,363,878)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(2,108,641)	(3,414,816)	1,306,175	(13,159,154)	(13,159,154)	(13,235,907)
Depreciation and Amortisation	(2,811,058)	(2,811,058)	0	(11,244,233)	(11,244,233)	(11,244,233)
Other Expenses	(1,047,636)	(1,364,326)	316,690	(5,791,800)	(5,791,800)	(5,802,745)
Internal Charges	2,143,060	2,148,690	(5,629)	9,280,296	9,280,296	9,309,553
Overhead Allocation	(1,077,172)	(1,077,172)	0	(4,308,688)	(4,308,688)	(3,834,759)
<b>Total Expenses From Continuing Operations</b>	<b>(7,607,147)</b>	<b>(9,144,967)</b>	<b>1,537,820</b>	<b>(36,587,458)</b>	<b>(36,587,458)</b>	<b>(36,171,968)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>1,101,836</b>	<b>0</b>	<b>1,101,836</b>	<b>0</b>	<b>269,842</b>	<b>3,081,548</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Surplus from Continuing Operations of \$1,101,836 is higher than forecast at the end of September largely as a result of lower than forecast Expenditure.

Total Income from Continuing Operations of \$8,708,984 is lower than forecast by \$435,984. This principally relates to lower Grants and Contributions for Capital Purposes of \$747,772 due to timing of the receipt of this income. Grants and Contributions for Operating Purposes are lower than forecast by \$294,521, which relates to the timing of receipt of the Traffic Route Lighting Subsidy. The higher Other Revenues of \$466,681 primarily relates to income received from advertising on Council structures. The lower User Charges & Fees of \$46,831 mainly relates to lower than predicted parking trend activity at Whistler Street and Pay and Display Reserve Parking. There is also a higher gain on the disposal of assets by \$186,460 from the sale of plant and equipment scheduled for replacement.

Total Expenses from Continuing Operations of \$7,607,147 are lower than forecast by \$1,537,820. This is principally the result of lower than anticipated Materials and Contracts of \$1,306,175 and Other Expenses of \$316,690, both mainly due to the timing of expenditure related to the Accelerated Streetlight Replacement Program (\$1m). The slight increase of \$79,415 in Employee Benefits & Oncost is due primarily to the transfer of staff from other services into the Public Place Team.

For the full financial year, the Surplus from Continuing Operations is forecast to increase by \$2,811,706 primarily due to the following:

- Other income: Advertising on Council's Structures \$157,000
- Grants and Contributions for Operating Purposes: Revised forecast for the RMS Traffic Facilities Block Grant \$41,000
- Grants and Contributions for Capital Purposes:
  - Bike Implementation \$589,150
  - New Traffic \$630,400
  - Road Resheeting Contributions \$978,666
- Materials & Contracts are forecast to increase by \$76,752, primarily within Contract Services for traffic facilities and road works that are anticipated to increase due to the above grant funding
- The \$457,710 re-distribution of internal charges and expenses for the Directors' group

# Economic Development, Events and Engagement

## HIGHLIGHTS

### Events for everyone

The Northern Beaches Art Prize was exhibited at the Creative Space Arts Space, with 1,500 people enjoying art in the categories of General, Small Sculpture, Waste-to-Art and Youth Art. This initiative recognises and fosters the creativity of our amateur and emerging artists, with almost 900 entries received this year.

Spring into Mona Vale was a festival of special events and activities held during the month of September at local venues and businesses. Council hosted the Picnic in the Park, attracting 2,048 people to Village Park for dinosaur-themed stage shows, activities and roving entertainment. The Open Air Cinema also attracted over 1,600 people to a screening of 'The Greatest Showman', and patronage to local food businesses. Feedback from the community has been extremely positive.

The Vietnam Veterans Memorial Service in Manly on Friday 16 August was well-attended, supported by Council and the NSW National Servicemen's Association and Affiliates. The involvement of our schools was a wonderful expression of how we value our veterans, with students performing as youth speakers, choir, band and catafalque party.

Four citizenship ceremonies were held during the quarter, with more than 440 people becoming Australian citizens in a celebratory atmosphere hosted by Council. We also held a reception to celebrate the 26 Northern Beaches recipients of Queen's Birthday Honours.

### Communicating the good news

The "Spring into the Northern Beaches" newsletter was distributed to every resident, and highlights how Council is investing in the community. It also covers the new waste service, and snapshots of the community getting out and about.

Council's website continues to attract high levels of traffic. The recent top search items include the new waste service, parking and more recently Manly Jazz. A video on how we can reduce plastic use is of interest, with interviews with seniors about how they managed without it. Also popular is content on an organic market in Freshwater, the Market Lane Live initiative, picturesque walks, Clontarf Reserve upgrade and a History Week story.

### Stimulating local business

Council is the Major Sponsor of the Northern Beaches Local Business Awards, which were held on 9 July 2019. Around 400 local business finalists attended, vying for awards across 32 categories. Sustainability Award was won by Butcher and The Chef in Manly, for its exemplary effort in reducing its environmental footprint. The inaugural Inclusion Award was won by Cordony Hairdressing in Warringah Mall, for its inclusion of those with a disability.

Council has continued to partner with Service NSW to deliver the "Easy to do Business" program to streamline red tape for local businesses that want to start or grow. Initially focused on the hospitality industry, from July it was extended to the construction sector, the most common business on the Northern Beaches. This quarter 41 new businesses signed up to the program, 17 of which were starting a business, of which four are in building or trades.

### Sustaining tourism

The Manly Visitor Information Centre has served over 33,000 people in the centre this quarter, and are now gearing up for their busy summer months. Our community was also consulted on a key directions paper on tourism, as part of developing our Northern Beaches Destination Management.



There were 34 submissions on the paper from community members, and one group submission, with most responses being positive.

### Activating local places

Placemaking is all about collaboration and creating vibrancy in an area that helps a place become a location where people want to visit and spend time. Council is working at a local to improve places for local residents, businesses and groups. Some of the key outcomes this quarter across the Wards include:

#### Pittwater Ward

- Avalon Place Plan - workshop meetings and activation of the road closure
- Newport Activation workshops with businesses, community and a new working group
- Flag Installation at Newport Village
- Spring into Mona Vale events and business liaison
- Regular meetings with Chambers of Commerce at Avalon, Newport and Mona Vale

#### Narrabeen Ward

- Narrabeen bike parking improvements planned with businesses
- Narrabeen's Grumpy Cup café – improved outdoor seating
- Collaroy Youth Hostel car park – improved management of anti-social behaviour
- Collaroy water stations reskinned with historical images
- Collaroy beachfront signage replaced

#### Frenchs Forest Ward

- Forestville Winter Festival to promote awareness of the centre and services
- Forestville Business Working Group – monthly meetings on local needs
- Killarney Heights – enhancing access for the disabled by collaborating with businesses and Ability Links on day trips to the shopping centre
- RMS Blinking Light working group meetings
- The Forest High School – support for Festival of Lights and Colour Run events.

#### Curl Curl Ward

- Dee Why town centre - Free lunch time music sets with local artists, plus plans for the Bags to Riches Market with 50 stalls
- Dee Why - updates on streetscape upgrades, and working with businesses on reducing waste
- Freshwater Market engagement, and regular meetings with the Friends of Freshwater Community Group
- Engaging with businesses on local needs and Christmas celebrations

#### Manly Ward

- Seaforth business liaison on activation ideas, and graffiti and moving logistics
- Manly's Market Lane Live Evening Activation in August
- Support to Manly businesses affected by building works – signs, seating and liaison with builders
- Liaison with Manly Business Chamber on local needs and a potential loyalty program
- Manly Markets - addressing compliance and location issues

## Engaging our community

This quarter we engaged with the community across 27 topics. The key consultations were:

- Draft Northern Beaches Community Participation Plan
- Environment and Climate Change Strategy 2040 (draft)
- Manly West Esplanade Heritage Activation Plan (draft)
- Little Manly Reserves Landscape Masterplan
- Resident Parking Permit Scheme Framework (draft)

Across these consultations, there was a good level of engagement with almost 20,000 unique visitors to the Your Say webpage, and 750 people attending face-to-face sessions. We received some 2,000 online submissions 1,300 survey responses. To support the focus on increasing the reach of engagement a number of new operational systems were implemented including the launch of new Your Say engagement hub online and the launch of a new platform for managing our customer requests.

Performance Measures – Economic Development, Events, Engagement	Target	September Quarter
High impact projects with a Community Engagement Plan	100%	100%
Satisfaction with Council's key community events	80%	87%
Satisfaction with Council's business events	80%	* N/A

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

### Notes on results:

\* No business events were scheduled in Quarter 1.

## OPERATIONAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule



### **Develop Place Activation Strategies for key centres**

A Place Activation Plan is being prepared for Newport, including some key elements that have already commenced. This includes installing fairy lights in Robertson Road and a social media campaign. In Seaforth village, the retail revamp workshop was delivered in September, and the Special Works and Transformation team also conducted a cleaning blitz there in July.



### **Prepare an Economic Development Plan**

This plan is being developed and key stakeholders consulted. A workshop was held with the Economic and Smart Communities SRG, on findings of the business and worker focus groups.



### **Implement the Events Strategy**

The implementation is progressing well, with the new event Picnic in the Park, an additional event in Open Air Cinema and final planning for Manly Jazz.



### **Revise the Community Engagement Framework to address inclusion and new planning requirements**

The draft Community Participation Plan was developed, and presented to the Council Meeting in September, approved for public exhibition.



### **Develop guidelines to ensure Council's media platforms, forms, documents and web content are accessible**

Currently in the planning stage, defining the scope and costs to develop these guidelines.

## CAPITAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule



### Town and Village Centre Activations



#### **Dee Why Town Centre – design**

Finalisation of design for St Davids park expected in late 2019, with construction in 2020.



#### **Dee Why Town Centre - construction phase 1**

Overall the works are on target. The paving on the east side of Pittwater Road has recommenced with completion expected towards the end of October.



#### **Manly Laneways new works**

Planning and design for Market Place Streetscape upgrades are in progress. Construction is expected to commence mid 2020

## FINANCIALS

### ECONOMIC DEVELOPMENT, EVENTS AND ENGAGEMENT SERVICES

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	2,137,003	2,137,003	0	9,572,974	9,572,974	9,572,974
User Charges & Fees	5,895	5,474	420	22,893	22,893	22,893
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	82,971	204,936	(121,965)	1,081,136	1,081,136	1,081,136
Grants and Contributions - Operating Purposes	0	0	0	0	0	0
Grants and Contributions - Capital Purposes	0	0	0	0	0	0
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>2,225,868</b>	<b>2,347,413</b>	<b>(121,545)</b>	<b>10,677,003</b>	<b>10,677,003</b>	<b>10,677,003</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(1,171,989)	(1,114,073)	(57,916)	(4,912,615)	(4,912,615)	(5,037,615)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(446,083)	(671,507)	225,425	(3,312,663)	(3,353,663)	(3,245,602)
Depreciation and Amortisation	(17,962)	(17,962)	0	(71,846)	(71,846)	(71,846)
Other Expenses	(127,048)	(222,806)	95,759	(870,609)	(870,609)	(870,609)
Internal Charges	(53,308)	(53,892)	584	(320,582)	(320,582)	(320,582)
Overhead Allocation	(297,172)	(297,172)	0	(1,188,688)	(1,188,688)	(1,188,688)
<b>Total Expenses From Continuing Operations</b>	<b>(2,113,561)</b>	<b>(2,377,413)</b>	<b>263,851</b>	<b>(10,677,003)</b>	<b>(10,718,003)</b>	<b>(10,734,942)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>112,306</b>	<b>(30,000)</b>	<b>142,306</b>	<b>0</b>	<b>(41,000)</b>	<b>(57,939)</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Surplus from Continuing Operations of \$112,306 is \$142,306 higher than forecast at the end of September primarily as a result of lower than forecast expenditure during the quarter relating to the change in the delivery of some key projects.

Total Income from Continuing Operations of \$2,225,868 is lower than forecast by \$121,545. The variance relates to lower than forecast income from events such as the Taste of the Beaches and Brookvale Show that didn't run but were replaced by smaller events including Spring into Mona Vale and a number of Picnic in the Park events that did not have revenue streams and the phasing of income from the Manly Visitor Information Centre.

Total Expenses from Continuing Operations of \$2,113,561 is lower than forecast by \$263,851. Employee costs were higher than forecast primarily as vacancy rates are low. Materials and Contracts were \$225,425 lower than forecast due to the timing of the delivery of a number of events that were replaced by smaller events, including the Taste of the Beaches and Brookvale Show, and the later delivery of the Destination Management Plan. Other Expenses are also lower than forecast by \$95,759, in part due to lower than anticipated Event Grants and Sponsorship program funds awarded.

For the full financial year, the Deficit from Continuing Operations is forecast to increase by \$16,939 for additional events for Manly Mainstreet that are partly funded through contributions that were returned by Manly Chamber of Commerce in 2018/19.

# Property and Facilities

## HIGHLIGHTS

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

MABC had 136,000 attendances for the quarter, the highest number of visits for the first quarter since its opening in August 2016. The fitness centre continued to grow in membership, and has reached a new high of 1,438 active members.

The Swim School continues to show a steady increase each quarter with 1,490 children enrolled in the weekly program and 800 enrolled within the squads program.

### **Warringah Aquatic Centre**

The centre finished the quarter with 57,800 attendances, similar to this time last year. The 'Splash pad' and pool inflatable continued to attract good community support from families throughout school holiday periods. Aqua Classes have continued to maintain good attendances.

The Swim School is maintaining a steady 800 enrolments this quarter. A number of large swim carnivals also attracted good support from the community. The Kiosk commenced operating from late September, and a steady income stream is anticipated for the remainder of the year.

### **Melwood Oval, Forestville**

New enlarged public amenities have been constructed and include an accessible toilet. This has allowed for the existing change rooms to be enlarged and refreshed. They are now open and provide a great facility for the local cricket, football and netball clubs.

### **Narrabeen Rock Pool**

The amenities and building upgrade which provides a great facility for local swimmers has been completed. The building is home to the Narrabeen Amateur Swimming Club, North Narrabeen Shivering Sharks Winter Swim Club, Narrabeen Lakes Amateur Swimming Club and North Narrabeen Learn to Swim.

### **Balgowlah Oval sports amenities building**

Thanks to great feedback from the community during public consultation, this facility has been relocated slightly west from its original intended location, to maximise open space between the road and the building. The building is utilised by local AFL and cricket clubs. Demolition and construction will soon commence.

### **Lionel Watts, Frenchs Forest sports amenities (west)**

Works have commenced. The new facility will include change rooms, showers and toilets, as well as storage facilities and refurbishment of the existing canteen. In line with AFL guidelines, this work will also benefit a range of sports clubs - the Wakehurst Football Club, Forest Lions Junior AFL Club and Wakehurst Cricket club. The setup will enable concurrent male and female competitions, and a covered viewing platform will also enhance the community centre space for hirers.

### **Mona Vale Surf Life Saving Club**

Mona Vale Surf Club building project underwent extensive community consultation, which has improved the design by relocating the public amenities and creating additional public amenities in Apex Park. The community feedback on these changes has been very positive.

## Commercial site upgrades

Improvements have been made to Council's commercial business operations, to ensure they drive revenue for the community. Two cabins at Lakeside Caravan Park have had bathrooms and kitchens replaced, whilst the Pirate Ship mini-golf course at Pittwater Golf Centre has re-opened.

## Manly Community Hub

A community hub is being planned for Manly, with the Development Application now lodged for changing the use of Council premises at 52 Raglan Street. This will see the ground floor converted to provide a home for Community Northern Beaches, who provide support services for those-in-need, along with a host of other great community support services.

## New policy adopted

A new policy for the management of Outdoor Dining and Footpath Merchandising has been adopted, replacing the policies of the three former councils with a unified approach. This will ensure our vibrant outdoor culture is sustained, along with safe and attractive street scapes, as well as supporting local businesses.

Performance Measures – Property and Facilities	Target	September Quarter
Availability of Council buildings for use by the community	100%	* 99.4%
Total visitation to swim centres (Manly and Warringah Aquatic Centres)	Q1 > 167,000	194,506

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

### Notes on results:

\* Three of the 536 of our buildings are currently unavailable due to planned revitalisation.

## OPERATIONAL PROJECTS

Key: ✓ Complete ⌂ Progressing ! Behind Schedule

Progressing on schedule ⌂



### Beach Building Works Program - including the Narrabeen Swimming Club and SLSCs at Mona Vale, Long Reef and Manly

- North Narrabeen Rock Pool Amenities - construction works are 98% complete
- Mona Vale SLSC - public consultation on revised designs and additional amenities block completed; DA modification lodged for minor changes to the Surf Club building
- Long Reef SLSC - finalising designs before submitting DA
- Manly SLSC – The design process is underway, and additional funding being sought





### **Community Building Works Program - including the development of a new Warriewood Valley Community Centre**

Mona Vale Memorial Hall – the Architect has been appointed and has completed the initial design concept. The project will result in internal alterations and minor upgrades, to provide additional meeting rooms and removed redundant offices.

Manly Seniors' Kitchen – Design is almost completed, and work is expected to commence in late 2019. It will upgrade much of the kitchen and floor, while retaining appliances.



### **Crown Land Transfer Program - Review, consolidate and transfer suitable lands to Council**

A draft agreement with the Aboriginal Land Council (MLAC) is being finalised, for co-management of the Narrabeen Lagoon State Park. A final review of sites has been undertaken for Council easements over lots proposed to be transferred to MLALC in Phase 1 of Program. The final transfer agreement is being prepared with other parties and lawyers.



### **Review and implement the Buildings Asset Management Plan, which advises Council's Capital Expenditure program**

Some stakeholder information received. The revised Buildings Asset Management Plan will be updated during October.



### **Implement priority accessibility improvements to Property assets**

- Funds for disability upgrades have been allocated for accessibility improvements at Queenscliff SLSC.
- East Esplanade in Manly is being planned to have accessible and ambulant facilities, as are new public amenities planned for Jacka Park in Freshwater
- The new public amenities to be installed at Lionel Watts Oval playground will include a "Changing Places" facility and an additional accessible facility.
- Additional funds were used at South Narrabeen to complete the lift project, including handrails, stair nosings and tactiles.



### **Work with Department of Education on future recreation needs for Warringah Aquatic Centre and associated reserves**

Sporting group re-locations continue to be discussed with affected stakeholders and State Government agencies. This work remains ongoing. It is anticipated that the Aquatic Reserve Masterplan will be exhibited together with the Government's Frenchs Forest Precinct Plan.



### **Currawong Cottages and surrounds - refurbishment and modernisation**

The Development Application is being assessed for the proposed refurbishments of the additional six cabins. Tender documents are completed for the pathway, retaining wall and associated drainage. Other tender documents are being finalised for the building works to the games room and the nine cabins.

Behind schedule



### **Deliver a new Creative Arts Space**

Awaiting heritage planning approval for the works at Avalon Golf Club. For the Mona Vale site, discussions are ongoing over the allocation of space within the Council administration building.

## **CAPITAL PROJECTS**

Key: Complete Progressing Behind Schedule

Completed



### **Public amenities improvements**



#### **North Narrabeen rockpool amenities works**

Building work has been completed for the upgrades to be rockpool amenities comprising male, female, accessible and family change facilities, along with improved swim club areas.

Progressing on schedule



### **Aquatic centre improvements**



#### **Warringah Aquatic Centre renewal works**

Ongoing replacement is progressing of plant and equipment for the pool. Planning for additional pool-deck office space is in progress.



#### **Manly Aquatic Centre renewal works**

Works taking place include replacement of the pool covers for the 25m pool, painting of toddler pool, purchase and installation of new water chemistry controllers and new seating in the outdoor male change room.

### **Cemetery works**



#### **Cemetery works program**

Work has been completed at Mona Vale Cemetery, and planning is underway for a new Columbarium at Manly Cemetery.

### **Civic building and compliance works**



#### **Elanora Heights Scouts Group Hall renewals**

The scope of the work, including a structural engineer's report, has been prepared ready to obtain quotes for the building rectification works.



### **Currawong Cottages - new cottages, games room and amenities**

The Development Application (DA) has been approved for three cabins and games room. Drawings, specification and schedules of fixtures and fittings are nearing completion. Plans have been finalised for the landscaping works. Additional grant funding has allowed the project to be expanded and a DA has been lodged for refurbishment of the remaining six cabins.



### **Operational buildings works program**

Minor works to reconfigure staff accommodations completed at Boondah Depot, Warriewood. Initial pricing received for roof works at Dee Why Civic Centre.



### **Sport buildings works program**

Plans are being finalised to request tenders for the additional changing facilities at LM Graham Oval. The scope of works has been prepared to request quotes to repair the fire damaged amenities at Rheub Hudson Oval.



### **Wyatt Avenue, Belrose futsal centre new works**

Planning and stakeholder engagement has begun for development of the proposed Recreation Centre at Wyatt Avenue, Belrose. It is anticipated a design consultancy firm will be procured in October 2019 and community engagement will commence in early 2020.



### **Beach buildings works program**

The new ceiling has been installed and quotes obtained for new flooring in the Swim Club section of the building at Dee Why. Quotes have been obtained for concrete repairs to the outside of the ground floor.



### **Disability access compliance works (DDA)**

Work will be undertaken at Queenscliff SLSC building to improve the accessible amenities, to align with the latest access standards.



### **Building Code of Australia compliance works (BCA)**

Upgrade works are in progress at South Narrabeen SLSC. Work to handrails, stair nosings and tactiles to main entry staircase have been completed.



### **Sydney Lakeside Holiday Park renewal works**

Works are in progress to upgrade various cabins and the southern amenities building.



### **Pittwater Golf Driving Range renewal works**

Planning has commenced for works to the 'Caves' Putt Putt Course. The Pirates party deck will also be replaced and three of the nets on the driving range are set to be replaced.



### **Raglan Street, Manly building upgrade**

The Development Application has been lodged for proposed use and fit out of the lower ground floor of the Soldiers Memorial Hall as a Community Facility. Detailed design phase underway. Additional funding is being sought from external sources.

## Public Amenities improvements



### Public amenities works program

The Coastal Environment Centre toilets are underway, quotes requested for the Jacka Park toilets (at Freshwater), and designs received for the Dee Why beach amenities. The tender for work to East Esplanade amenities (Manly) will be advertised during October and the upgrades at Bilarong Reserve (Narrabeen) will be done in conjunction with work at the Scout Hall.



### Palm Beach Pavilion renewal works

Investigation works of existing plumbing services as part of building stabilisation project completed and works booked for October. Following approval of heritage exemption, concrete awning works commenced



### Balgowlah Oval amenities

The tender was awarded at the Council meeting in September and the builder appointed.



### Nolan Reserve sports amenities works

Delays caused by poor contractor performance are being managed. Site works have recommenced, with building defects and design issues being addressed. Work is on track.

## Rural Fire Service program



### Rural fire service building works program

Upgrades to the access road and car park at Coal and Candle have been completed.

Behind schedule



## Rural Fire Service program



### Duffys Forest Rural Fire Station new works

The Development Application has been withdrawn to allow for required changes to the design.



### Terrey Hills Emergency Services Headquarters - design works

The project is currently on hold until Council receives funding commitments from the relevant organisations.

## FINANCIALS

### PROPERTY AND FACILITIES SERVICES

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	4,880,893	4,880,893	0	11,554,131	11,554,131	11,554,131
User Charges & Fees	3,671,424	3,442,662	228,762	15,686,500	15,686,500	16,221,419
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	3,554,973	2,980,589	574,384	12,412,144	12,412,144	12,279,824
Grants and Contributions - Operating Purposes	0	0	0	0	0	0
Grants and Contributions - Capital Purposes	383,772	128,944	254,828	4,069,330	4,069,330	4,132,910
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>12,491,062</b>	<b>11,433,088</b>	<b>1,057,974</b>	<b>43,722,105</b>	<b>43,722,105</b>	<b>44,188,285</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(2,583,485)	(2,602,857)	19,372	(10,906,004)	(10,906,004)	(11,078,139)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(3,852,576)	(3,882,786)	30,210	(13,094,147)	(13,094,147)	(13,182,722)
Depreciation and Amortisation	(1,659,377)	(1,615,095)	(44,282)	(6,460,381)	(6,460,381)	(6,630,512)
Other Expenses	(1,534,236)	(1,951,539)	417,302	(7,675,121)	(7,675,121)	(7,723,246)
Internal Charges	(242,275)	(214,260)	(28,014)	(920,250)	(920,250)	(1,050,250)
Overhead Allocation	(1,166,551)	(1,166,551)	0	(4,666,203)	(4,666,203)	(4,666,203)
<b>Total Expenses From Continuing Operations</b>	<b>(11,038,501)</b>	<b>(11,433,088)</b>	<b>394,588</b>	<b>(43,722,105)</b>	<b>(43,722,105)</b>	<b>(44,331,071)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>1,452,562</b>	<b>0</b>	<b>1,452,562</b>	<b>0</b>	<b>0</b>	<b>(142,786)</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Surplus from Continuing Operations of \$1,452,562 is higher than forecast at the end of September primarily due to phasing of lease incomes as well as the delayed timing of management fees from third party managed Council businesses.

Total Income from Continuing Operations of \$12,491,062 is greater than forecast by \$1,057,974. This result is principally due to the phasing of incomes relating to outdoor dining charges, telecommunications leases and airspace leases, all of which will re-balance as the financial year progresses. The greater than forecast User Charges & Fees are due to higher than anticipated Learn to Swim and Fitness Centre patronage at the Manly Andrew Boy Charlton Aquatic Centre (MABC) and phasing of income at Warringah Aquatic Centre relating to Learn to Swim income which will re-balance during the financial year. The year end position for the Aquatic Centres has been reforecast to reflect these increased income positions.

Total Expenses from Continuing Operations of \$11,038,501 are less than forecast by \$394,588. Employee Benefits & Oncosts are \$19,372 lower than forecast primarily due to vacancies in the Property and Commercial team and Trades Services team. The Aquatic Centres, has shown a higher than budgeted casual staff requirement, which is related to the increased visitation and

corresponding increased income. The end of year forecast for Employee Benefits and Oncosts have been revised higher (\$172,135) to reflect these positions and trends. Materials and Contracts are currently trending to budget being only slightly under forecast by \$30,210. Depreciation is greater than forecast (\$44,282), with non-Council operated pre-schools now allocated to this service, this has been forecast to impact the full year position negatively by \$170,131. Other Expenses are \$417,302 lower than forecast due to the timing of receipt of utilities invoices as well as the delayed timing of receipt of management fees from third party managed Council businesses. Materials and Contracts at the Aquatic Centres have shown a higher than budget result due to increased cleaning costs and increased reactive maintenance to pool plant and equipment.

For the full financial year, the Deficit from Continuing Operations is forecast to increase to \$142,786 as a result of the changes noted above.

# Governance and Assurance Services

## HIGHLIGHTS

### A strong community voice

Over 70 people are members of our six Strategic Reference Groups (SRGs), either as interested residents, a business, a non-government organisation or Government representative. They meet regularly to contribute to Council's functions at a strategic level, with feedback on the community's needs, as well as Council initiatives and plans.

Each SRG has several Councillors as members, to ensure they hear this community voice first hand.

During the quarter, valuable feedback was received from the SRGs on:

#### Improving our planning and transport frameworks

- My Place: Avalon
- Local Housing Strategy
- Bike Plan
- Road Safety Plan
- Parking Plan
- LGA entry markers

#### Sustaining our environment and open space

- Draft Environment and Climate Change Strategy
- Draft Climate Change Action Plan
- Barriers to Solar Uptake
- Bushland and Biodiversity Policy
- Draft Policy on Water Management for Development

#### Supporting our community and culture

- Children's Services Aboriginal Reconciliation Action Plan
- Draft Arts and Creativity Strategy
- Draft Community Centre Strategy and Policy
- Draft Social Plan
- 'Be connected' Digital Literacy Initiative
- Community Engagement Participation Plan

#### Stimulating our economy

- Employment Study
- Destination Management Plan
- Place Activation Plans
- Busking

### Strong accountability

Council adopted the annual internal audit report for 2018/19, which highlighted the achievements of our independent assurance and consulting service. All planned internal audits were completed, as were additional reviews requested by the Chief Executive Officer.

For the current year 2019/20, a detailed internal audit plan was also endorsed by the Audit, Risk and Improvement Committee. Several Councillors are members of this Committee, which meets every two months, to provide oversight of Council's performance and accountability.

## **Responsible and sound management**

In September 2019, Councillors adopted a Risk Appetite Statement and reviewed the related Risk Assessment Tables. These are being implemented, to ensure that all planning and activities are aligned with our risk management approach, and form a vital part of our Enterprise Risk and Opportunity Management Framework

## **Professional development of Councillors**

Our Councillors receive ongoing opportunities for professional development, to build their capacity for performing their role. While opportunities are open to all Councillors, their participation is spread throughout the year. Their participation this quarter, in addition to SRG meetings, included:

- Professional development and skills training courses - 5 Councillors
- Eight Councillor briefings on significant community issues, operational and governance matters
- Conferences and forums, with a strong focus on social issues, each attended by 4-5 Councillors:
  - National Suicide Prevention Conference
  - Northern Beaches Mental Health Summit
  - Behind the Smile Fundraiser (Mental Illness and Suicide stories)
  - Big Ideas Forum – Riding the Fourth Wave Gender Politics
  - Life After Amalgamation Conference
- Committee meetings and workshops with:
  - Flood Committee
  - Manly Ward Residents Group
  - Little Penguin Program Meeting
  - Northern Beaches Youth Advisory Group
  - Newport Combined Community and Business Workshop
  - Manly Warringah War Memorial State Park Advisory Committee

Councillors also attended community-driven events, with opportunities to learn and share information with the community, businesses, and other organisations

Councillors receive newsletters, updates and information from Council and other peak industry or oversight bodies in relation to community matters, latest sector developments, industry changes and new initiatives. Councillors also share peer-to-peer learning and outcomes of the conferences and seminars they have attended.



Performance Measures – Governance and Assurance	Target	September Quarter
Council meeting minutes finalised and published within 3 working days of meetings	95%	100%
Council's compliance with Governance Framework to meet Governance statutory requirements	100%	100%

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

## OPERATIONAL PROJECTS

Key: ✓ Complete 🔄 Progressing ! Behind Schedule

### Progressing on schedule



#### **Deliver the Internal Audit program in line with the Internal Audit Strategic Plan**

Internal audits have been undertaken in accordance with the Strategic Internal Audit Plan 2019/20 and ongoing monitoring and reporting has continued on the implementation of internal audit recommendations.



#### **Conduct training and testing for business continuity management**

A workshop was run on Business Continuity training and testing. This will again be tested in 2020 to ensure readiness for unexpected events.



#### **Support the professional development of Councillors**

This continues, with Councillors attending conferences, various training courses, sharing knowledge through peer to peer interactions, and attending briefings.



#### **Support the Local Government election**

IPART report on local government election costs was delivered. An estimate of costs for supporting the 2020 election process has been prepared, based on anticipated costs to Northern Beaches Council.



#### **Facilitate Code of Conduct training and awareness for Councillors and staff**

The content of the module was reviewed by the team and the training module was updated in September. To date approximately 70% of staff have completed the mandatory online training.



#### **Deliver initiatives identified in the Integrity and Complaints three-year strategic plan**

Following recent organisational changes, the Strategy is under review.



#### **Establish a complaints reporting framework for feedback to Council and the Audit, Risk and Improvement Committee**

Reporting framework currently under review for reporting to the Audit, Risk and Improvement Committee.



**Establish online customer information including FAQs relating to complaints handling**

Phase 2 of system development scheduled for January to June 2020.

## FINANCIALS

### GOVERNANCE & ASSURANCE SERVICES

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	2,897,006	2,897,006	0	12,062,585	12,062,585	12,062,585
User Charges & Fees	0	0	0	0	0	0
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	62,281	0	62,281	0	0	0
Grants and Contributions - Operating Purposes	0	0	0	0	0	0
Grants and Contributions - Capital Purposes	0	0	0	0	0	0
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>2,959,287</b>	<b>2,897,006</b>	<b>62,281</b>	<b>12,062,585</b>	<b>12,062,585</b>	<b>12,062,585</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(738,652)	(793,785)	55,133	(3,457,032)	(3,457,032)	(3,457,032)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(1,443,759)	(968,540)	(475,220)	(4,017,430)	(4,017,430)	(4,018,180)
Depreciation and Amortisation	(11,771)	(11,771)	0	(47,085)	(47,085)	(47,085)
Other Expenses	(655,611)	(819,911)	164,300	(3,320,383)	(3,320,383)	(3,319,633)
Internal Charges	(3,238)	(23,113)	19,876	(101,114)	(101,114)	(26,114)
Overhead Allocation	(279,885)	(279,885)	0	(1,119,541)	(1,119,541)	(1,119,541)
<b>Total Expenses From Continuing Operations</b>	<b>(3,132,917)</b>	<b>(2,897,006)</b>	<b>(235,911)</b>	<b>(12,062,585)</b>	<b>(12,062,585)</b>	<b>(11,987,585)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>(173,630)</b>	<b>0</b>	<b>(173,630)</b>	<b>(0)</b>	<b>(0)</b>	<b>75,000</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Deficit from Continuing Operations of \$173,630 is higher than forecast at the end of September primarily as a result of higher than forecast expenditure.

Total Income from Continuing Operations of \$2,959,287 is higher than forecast by \$62,281.

Total Expenses from Continuing Operations of \$3,132,917 is higher than forecast by \$235,911. This is principally the result of higher than anticipated Materials and Contracts of \$475,220 due to legal services expenditure relating to Manly Oval Carpark.

The Surplus from Continuing Operations for the full financial year is forecast to increase by \$75,000 due to the recovery of insurance costs through internal charges from Lakeside Caravan Park.

# Customer Service

## HIGHLIGHTS

### Satisfaction on the rise

Customer Service continues to provide a high standard of phone and face to face customer interactions. Customer satisfaction with our Call Centre improved to 93% despite increased call volumes. This is a result of focussed efforts on upskilling our staff, and better knowledge management of all the services that Council delivers.

Recent improvements are:

- A skills and competency matrix to ensure all staff have the right skills for their roles.
- A quality assurance program for call centre interactions, ensuring all staff are gathering required information and providing the highest level of service

### Award winning service

Our service is well-recognised in the industry as a high performer of customer service, and received various awards in recent years. This quarter it received the runner-up award for the 'Best in Class Contact Centre' at the Government Contact Centre Awards. It is also a finalist for two awards in 'Innovation in Customer Experience' and 'Excellence in Service Delivery' from the National Local Government Customer Service Network.

Performance Measures – Customer Service	Target	September Quarter
Calls answered within 30 seconds	80%	* 77%
Customer satisfaction with service calls	80%	93%
Customer satisfaction with online requests	80%	**
Customer requests conducted online	> 18%	25%

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

#### Notes on results:

- \* We have not met the target due to an increased numbers of calls this quarter, as well as complex calls on significant projects such as the new waste contract.
- \*\* This indicator is unable to be measured at this time as an easy to use mechanism for feedback is yet to be developed.

Workload Measures – Customer Service	September Quarter
No. calls to Customer Service 1300 434 434	53,598

## OPERATIONAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

### Completed

#### **Investigate provision of a concierge and customer queuing system at front counters**

Council undertook this investigation with a view to implementing these systems at all four customer service branches. The project found that introducing this type of system is not currently feasible.

### Progressing on schedule

#### **Build a customer-centric culture with a focus on customer experience and the Measures of Success program**

This project is working through the Measures of Success in the Customer Experience (CX) Strategy. This 5-year strategy focusses on improving our customers' experience of Council.

#### **Improve and review the customer portal to enhance customer experience and accessibility**

We are enhancing and improving the customer experience, using Salesforce technology. This Phase will focus on call centre integration, and improving an online form for residents to address the elected Council at Council meetings.

#### **Integrate the telephony system within the customer relationship management system**

Project is progressing on schedule, to enable better tracking of customer requests and needs.

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

Data analysis from customer surveys will be used to establish a coordinated approach to surveying customers on their customer satisfaction and experience. Analysis is due to commence in January 2020.

## FINANCIALS

### CUSTOMER SERVICE

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	499,775	499,775	0	2,307,515	2,307,515	2,307,515
User Charges & Fees	558,833	309,325	249,508	1,238,007	1,238,007	1,238,007
Investment Fees and Revenues	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0
Grants and Contributions - Operating Purposes	0	0	0	0	0	0
Grants and Contributions - Capital Purposes	0	0	0	0	0	0
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>1,058,608</b>	<b>809,100</b>	<b>249,508</b>	<b>3,545,523</b>	<b>3,545,523</b>	<b>3,545,523</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(788,609)	(774,462)	(14,146)	(3,370,595)	(3,370,595)	(3,370,595)
Borrowing Costs	0	0	0	0	0	0
Materials and Contracts	(41,266)	(30,344)	(10,922)	(152,917)	(152,917)	(152,917)
Depreciation and Amortisation	(16,297)	(16,297)	0	(65,186)	(65,186)	(65,186)
Other Expenses	(18,059)	(20,721)	2,662	(82,557)	(82,557)	(82,557)
Internal Charges	167,484	167,192	292	663,604	663,604	663,604
Overhead Allocation	(134,468)	(134,468)	0	(537,871)	(537,871)	(537,871)
<b>Total Expenses From Continuing Operations</b>	<b>(831,213)</b>	<b>(809,100)</b>	<b>(22,114)</b>	<b>(3,545,523)</b>	<b>(3,545,523)</b>	<b>(3,545,523)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>227,395</b>	<b>0</b>	<b>227,395</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Surplus from Continuing Operations of \$227,395 is higher than forecast at the end of September due to higher than forecast income during the quarter.

Total Income from Continuing Operations of \$1,058,608 is higher than forecast by \$249,508 primarily due to the budgeted timing of the sale of parking permits, with sales allocated evenly over the financial year rather than the actual timing of the sales.

Total Expenses from Continuing Operations of \$831,213 are higher than forecast by \$22,114. Employee Benefits & Oncosts are higher than forecast by \$14,146 due to increased work volumes and increased use of casual staff. Materials and Contracts are \$10,922 higher than forecast because of the increased cost of agency staff.

No changes have been made to the annual forecast during this quarter review.

# Corporate Support Services

## HIGHLIGHTS

### Managing our workforce

To support a high performing workforce, a variety of initiatives were implemented or in development.

Performance goals are tailored for all staff. Staff achievement was assessed this quarter, for last year's goals, and new goals were set for 2019/20. Performance is rated for individuals against their goals, as well as each team, service and Division. This ensures sound performance management at all levels.

Staff were consulted on working hours and arrangements, with a view to more consistent and equitable conditions for time off, overtime, shift work etc. Some 85% of staff also completed our Employee Engagement Survey, which measure engagement and climate across the organisation.

Procedures for recruiting and on-boarding new staff are being updated, along with supporting tools and training. As an inclusive workplace, this also addresses Equal Employment Opportunity and disability inclusion.

### Keeping it safe

A Work, Health Safety and Injury Management System is being developed. The comprehensive system will ensure that hazards are identified, and risks are effectively controlled, monitored and reported.

Staff guidelines were finalised on the use of alcohol and other drugs, and align with similar requirements in other NSW councils. Random testing is planned to start in early 2020.

### Improving our services

A comprehensive Service Review of the Manly Visitors Information Service was completed, and resulted 24 recommendations to improve service delivery.

The Digital Transformation Strategy is also driving other improvements, such as developing an online booking system, and developing staff management systems. The digitising of the new waste service is now completed.

Performance Measures – Corporate Support	Target	September Quarter
Correspondence replied to within 10 working days	90%	92%
Operational projects on schedule or completed	80%	95%
Capital projects on schedule or completed	80%	91%
Quarterly, annual reports submitted to Council on time	100%	100%

**Results Key:** ■ Achieved ■ Approaching - within 5% of target ■ Behind - more than 5% off target

## OPERATIONAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule 



### **Develop a harmonised rates structure**

Project is scheduled to start in January



### **Develop the Delivery Program, annual Operational Plan and Long Term Financial Plan**

Project is scheduled to start in November



### **Present Council's quarterly budget review statement, annual report and financial statements**

Preparation of Annual Report for 2018/19, and first Quarterly Report for 2019/20 are underway. These will be presented to the Council meeting in November.



### **Deliver a program of service reviews**

Council has developed a Service Review Framework under which Services can be systematically reviewed, to ensure they are efficient and effective in addressing community needs. During this quarter, a comprehensive review of the Manly Visitors Information Service was completed, resulting in 24 service improvement recommendations.



### **Develop strategic directions and plans based on Integrated Planning and Reporting framework**

Continued to provide feedback on the draft Local Strategic Planning Statement which is due to go to Council in October.



### **Develop disability awareness education and training for all staff**

Equal Employment Opportunity (EEO) and Diversity and Disability Awareness training is currently being reviewed as a part of our blended/e-learning capability, and our Trainee Management program. EEO will be incorporated in to our 2019 induction program for new employees.

EEO has been incorporated and rolled out through our Recruitment and Selection training for People Leaders for the last 2 years. Ongoing training will be rolled out for new managers and refresher sessions will be developed as part of Council's blended/e-learning suite.



### **Implement the Workforce Plan**

The Northern Beaches Workforce Plan was formally adopted by Council in June 2018 and initiatives in the plan are aligned to our People Plan 2017 - 2020. Recent efforts have focused on:

- Roll out and communication of our Employee Engagement Survey which will be used to measure engagement and climate across the organisation.
- Developing a template to capture divisional and business unit People Plans.





## Implement the Digital Transformation Strategy

The component projects are in progress: developing an online booking system, and developing staff management systems. The digitising of the Waste service is completed.

### CAPITAL PROJECTS

Key:  Complete  Progressing  Behind Schedule

Progressing on schedule



### IT improvements



#### IT Infrastructure new works

Additional public WiFi has been set up and funded for Forestville Library and community centre precinct, as well as libraries at Dee Why and Warringah Mall. Public WiFi for Cromer Community Centre, Shelly Beach and North Curl Curl are in the planning stage.



#### IT Software new works

Development has commenced on staff management systems, as well as a new organisational Booking System.



#### IT Infrastructure replacements

This project includes the replacements of closed circuit television (CCTV), data centre related equipment, public and internal WiFi and switches and routers. During the quarter, procurement was completed for replacing corporate WiFi access points, and upgrades commenced of our data storage and capacity in our data centre.



#### Computers, laptops and mobile devices – replacement

This project involves the replacement of all computers that are older than three years. The project removes equipment that is no longer covered by warranty, as well as improving the efficiency of our staff. This quarter we replaced 17 laptops and 86 desktops.

## FINANCIALS

### CORPORATE SUPPORT SERVICES

#### Income Statement – 1 July 2019 to 30 September 2019

	YTD Actual \$	YTD Forecast \$	YTD Variance \$	Annual Budget \$	Approved Forecast \$	Current Forecast \$
<b>Income From Continuing Operations</b>						
Rates and Annual Charges	129,074,601	129,109,350	(34,749)	26,226,328	26,226,328	26,226,328
User Charges & Fees	130,709	132,766	(2,058)	539,933	539,933	539,933
Investment Fees and Revenues	1,246,622	1,388,546	(141,924)	5,514,295	5,514,295	4,281,295
Other Revenues	344,731	100,612	244,119	325,642	325,642	1,159,069
Grants and Contributions - Operating Purposes	744,935	713,055	31,880	6,170,379	6,183,634	6,183,634
Grants and Contributions - Capital Purposes	1,565,063	2,075,000	(509,937)	8,300,000	8,300,000	7,119,500
Gains on disposal of Assets	0	0	0	0	0	0
<b>Total Income From Continuing Operations</b>	<b>133,106,661</b>	<b>133,519,330</b>	<b>(412,669)</b>	<b>47,076,576</b>	<b>47,089,831</b>	<b>45,309,758</b>
<b>Expenses From Continuing Operations</b>						
Employee Benefits & Oncosts	(5,457,666)	(5,653,208)	195,542	(24,490,758)	(24,490,758)	(24,647,752)
Borrowing Costs	(359,284)	(380,819)	21,535	(1,523,276)	(1,523,276)	(1,443,276)
Materials and Contracts	(436,735)	(733,096)	296,360	(3,015,366)	(3,896,186)	(3,736,335)
Depreciation and Amortisation	(699,916)	(591,216)	(108,700)	(2,364,865)	(2,364,865)	(2,364,865)
Other Expenses	(1,994,253)	(2,390,965)	396,712	(8,322,752)	(8,336,007)	(8,236,846)
Internal Charges	208,581	214,774	(6,193)	897,165	897,165	884,841
Overhead Allocation	6,533,913	6,533,913	0	26,135,653	26,135,653	24,448,941
<b>Total Expenses From Continuing Operations</b>	<b>(2,205,361)</b>	<b>(3,000,617)</b>	<b>795,256</b>	<b>(12,684,199)</b>	<b>(13,578,274)</b>	<b>(15,095,291)</b>
<b>Surplus / (Deficit) from Continuing Operations</b>	<b>130,901,300</b>	<b>130,518,713</b>	<b>382,586</b>	<b>34,392,377</b>	<b>33,511,557</b>	<b>30,214,467</b>

#### Commentary – Year to Date Actuals and Annual Forecast

The Total Surplus from Continuing Operations of \$130,901,300 is higher than forecast by \$382,586 at the end of September as a result of both lower than anticipated income and lower than forecast expenditure.

Total Income from Continuing Operations of \$133,106,661 is lower than forecast by \$412,669 for the following reasons:

- Investment Fees and Revenues are lower than forecast by \$141,924 at the end of the first quarter. This is a result of the impact on investment returns of the decision of the Reserve Bank Board to lower the cash rate by 25 basis points on three occasions since June coupled with a decline in margins reflecting a lower demand for funds from the banks; and
- Grants and Contributions for Capital Purposes are lower than forecast by \$509,937 due to a reduction in development contributions received to date.

Total Expenses from Continuing Operations of \$2,205,361 are lower than forecast by \$795,256:

- Employee Benefits & Oncosts were lower than forecast by \$195,542, principally due to vacant positions through the period and the timing of FBT expenses;
- Lower Borrowing Costs of \$21,535 reflects lower interest rates payable on loans;

- Materials and Contracts were \$296,360 lower than forecast primarily due to the timing of contract expenditure for information technology; and
- The lower Other Expenses of \$396,712 principally relates to the timing of software licence renewals and insurance payments.

For the full financial year the Surplus from Continuing Operations is forecast to decrease by \$3,297,090 to \$30,214,467.

Total Income from Continuing Operations is forecast to decrease by \$1.78m primarily for the following reasons:

- Investment Fees and Revenues are forecast to decrease by \$1,233,000 reflecting the impact of the Reserve Bank's decisions lowering the cash rate and the decline in margins reflecting the lower demand for funds from the banks as noted above;
- Other Revenues are forecast to increase by \$833,427 primarily due to the remediation liability recovery received from operations at Kimbriki (\$521,445); and
- Grants and Contributions for Capital Purposes are forecast to decrease by \$1,380,500 due to the decline in development contributions.

Total Expenses from Continuing Operations are forecast to increase by \$1.5m for the following reasons:

- Employee Benefits & Oncosts are forecast to increase \$156,993 due to a re-allocation of costs from Materials and Contracts to Other Employee Costs for staff programs and an adjustment to capitalised employee costs for the Capital Projects teams, with a similar decrease of \$159,851 in Materials and Contracts expenses forecast;
- Borrowing Costs are forecast to decrease \$80,000 due the reduced interest rate on variable loans noted above;
- Other Expenses are forecast to decrease \$99,161, primarily due to the redistribution of costs for the Directors' group; and
- Internal Charges and Overhead Allocation are forecast to increase \$1,699,036 due to the redistribution of charges for the Directors' group.