




State of Our Region 2021-2024

A progress report on the Community Strategic Plan



We acknowledge the Traditional Custodians of the Northern Beaches and their Country. By these words we show our respect to all Aboriginal people. We acknowledge Elders past, present and emerging and the spirits and ancestors of the Clans that lived in this area.

Why we produce the State of Our Region report

The State of Our Region report provides an update on our progress towards achieving our Community Strategic Plan (CSP), our community's vision for a safe, inclusive and connected community that lives in balance with our extraordinary coastal and bushland environment. This report is a requirement under the NSW Local Government Act 1993, and forms part of Council's Integrated Planning and Reporting (IP&R) Framework. The State of Our Region report is defined by the NSW Office of Local Government as a report on the progress of implementation and the effectiveness of the Community Strategic Plan.

Message from the Chief Executive Officer



I am proud to present the Northern Beaches State of Our Region report for the period 2021 to 2024. Our community has demonstrated resilience and commitment to creating a sustainable, inclusive, and vibrant region. This report highlights progress towards realising our community's vision as outlined in the Community Strategic Plan.

Over the past 3 years, our community has faced numerous challenges including significant storms and flooding events as well as the ongoing impacts of the COVID-19 pandemic. We have prioritised supporting our residents and local businesses, to ensure continuity of essential services and support during these challenging events.

To this end Council adopted the Northern Beaches Resilience Strategy - Withstand Adapt Thrive in 2022. This Strategy aims to build the collective resilience of our community and has resulted in actions to reduce disaster risk including upgrading our flood information tool, analysis to optimise the management of water levels in Manly Dam and the development of an online emergency dashboard launched in September 2024.

In our pursuit of environmental sustainability, significant reductions in greenhouse gas emissions have been achieved by transitioning to renewable energy sources, with 20,000 premises having installed solar panels and Council switching to 100 percent renewable-sourced electricity in 2021.

Our community's commitment to sustainability is further evident with the 2024 endorsement of the Waste and Circular Economy Strategy 2040 – Rethink Reduce Reuse. The strategy is a blueprint for future waste management, which will transform waste and litter management services away from a take, make and dispose model to one which provides for a cleaner, more sustainable future.

We continue to focus on renewing and replacing community infrastructure, highlight projects include the completion of the Long Reef and Mona Vale surf club buildings and beginning of a new community centre for Warriewood.

Our community and belonging initiatives have fostered a sense of inclusivity and support. The Better Together 2040 Social Sustainability Strategy and the implementation of action plans for disability inclusion, youth engagement and multicultural inclusion have strengthened our social fabric. Our libraries and cultural programs have expanded, providing diverse opportunities for engagement and creativity.

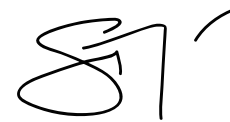
We have also made substantial progress in planning and developing vibrant local centres. The adoption of place plans for Avalon and Manly will revitalise these areas, improving infrastructure and amenity in these important centres. The Brookvale Structure Plan was adopted in 2023 and will shape the future development of Brookvale over the next 15 years. Council continues to work in close collaboration with the community, School Infrastructure NSW, Transport for NSW and other key agencies, to work towards a vibrant new town centre in Frenchs Forest.

We have made significant progress towards a comprehensive Local Environment Plan for the whole Northern Beaches area, informed by numerous studies and community input. The development of our housing strategy in 2021 will support the delivery of diverse and affordable housing options to meet the evolving needs of our community.

Our local economy is thriving with the adoption of the Business on the Beaches strategy, which has helped enhance business support services and successful tourism initiatives. We have improved transport and connectivity through new pedestrian and cyclist infrastructure, storm restoration projects and advocacy for better public transport.

Our commitment to good governance is evident in our workforce management, customer service improvements, and financial sustainability efforts. We have strengthened partnerships and community participation, ensuring that our community's voice is heard and valued in all our initiatives.

These achievements reflect our dedication to creating a sustainable, inclusive, and vibrant Northern Beaches. I am grateful for the hard work and collaboration of our Councillors, staff, and community members. Together, we will continue to build on this foundation and strive for excellence in the years to come.



Scott Phillips

Chief Executive Officer
Northern Beaches Council

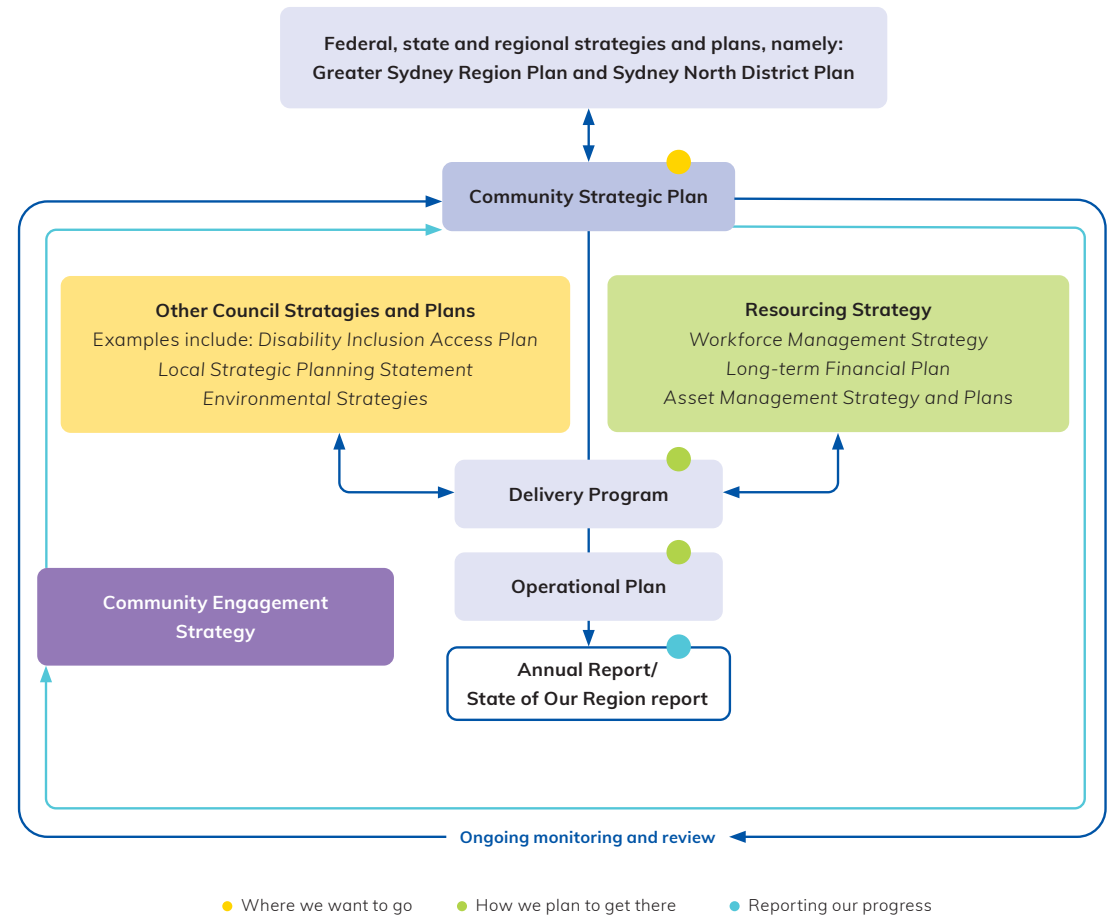
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How Council delivers on the Community Strategic Plan and community vision

The Integrated Planning and Reporting (IP&R) framework recognises that Council plans and policies do not exist in isolation and are all connected to deliver community outcomes. The IP&R framework is demonstrated in this diagram.







Our community



About the Northern Beaches

The Northern Beaches local government area (LGA) covers 254km² of urban and natural environment and is located to the north of the Sydney CBD.

The LGA is divided into 5 wards.

Pittwater Ward

Greater Mackerel Beach, Coasters Retreat, Currawong, Scotland Island, Lovett Bay, Elvina Bay, Morning Bay (Towlers Bay), Palm Beach, Whale Beach, Careel Bay, Cottage Point, Duffys Forest, Ku-ring-gai Chase, Avalon Beach, Clareville, Bilgola, Bilgola Plateau, Newport, Church Point, Mona Vale, Bayview, Terrey Hills (partial)

Frenchs Forest Ward

Belrose, Davidson, Frenchs Forest, Forestville, Beacon Hill, Allambie Heights, Killarney Heights

Narrabeen Ward

Warriewood, Ingleside, Elanora Heights, Narrabeen, North Narrabeen, Terrey Hills (partial), Cromer, Wheeler Heights, Collaroy Plateau, Collaroy, Oxford Falls

Curl Curl Ward

Narraweena, Dee Why, Curl Curl, North Curl Curl, Brookvale, North Manly, Freshwater, Queenscliff

Manly Ward

Manly Vale, Seaforth, Clontarf, North Balgowlah, Balgowlah, Balgowlah Heights, Fairlight, Manly



Our community

Environment



254km²

Council's area



114km²

Bushland surrounds us in three major national parks



138,325kW

Total solar panels installed in the area (APVI 2024)

Economy



54%

Residents work locally (ABS 2021)



65%

Trade or tertiary qualification (ABS 2021)



14%

Residents work in largest category: professional, scientific and technical services (ABS 2021)

Community



267,921

Population (ERP 2023)



25% + 24%

25% Residents aged under 20, and 24% aged 60+ (ABS 2021)



4% + 11%

4% Need daily help due to age or disability and 11% are unpaid carers (ABS 2021)



105,016

Dwellings (ABS 2021)



17%

Dwellings are medium density, villas, townhouses or low units (ABS 2021)



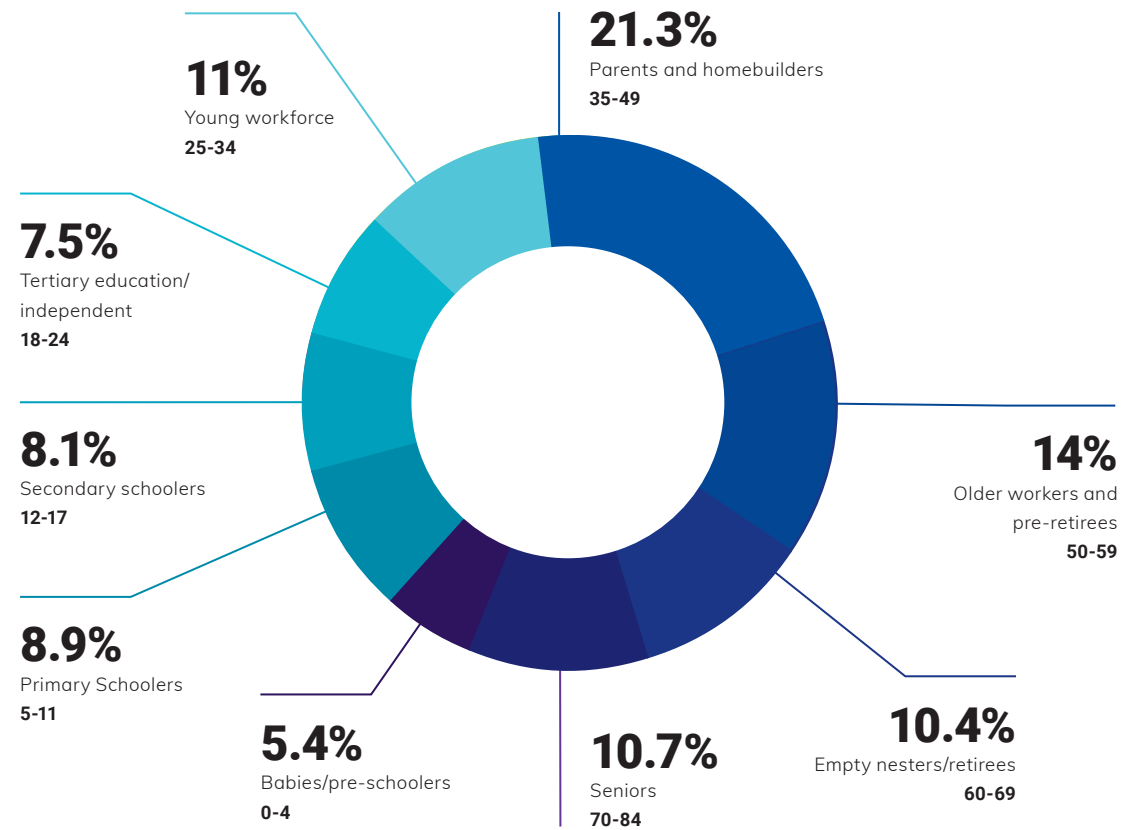
27%

Dwellings are high density units 3 storeys or higher (ABS 2021)

Our community

Some 267,921 people called the Northern Beaches home in 2023¹. Our median age is 41-years old². The parents and homebuilders (age 35-49) are the largest group comprising 21% and just over 56,000 people³ – see Figure 1 - Northern Beaches demographics. Our population is forecast to reach over 304,000 by 2036⁴. Around 15% of our community speaks a language other than English at home, 72% of whom were born overseas. We currently live in over 105,000 dwellings in a variety of arrangements⁵ – see Figure 2 - Northern Beaches household living arrangements. Those aged 35-49 will remain the dominant group at 21%. The greatest change will be in the ages 60 and over, growing by over 25% or almost 16,000 people.

Figure 1
Northern Beaches demographics



¹ABS Estimated Resident Population 2023

²ABS Census 2021

³id community – population and age structure

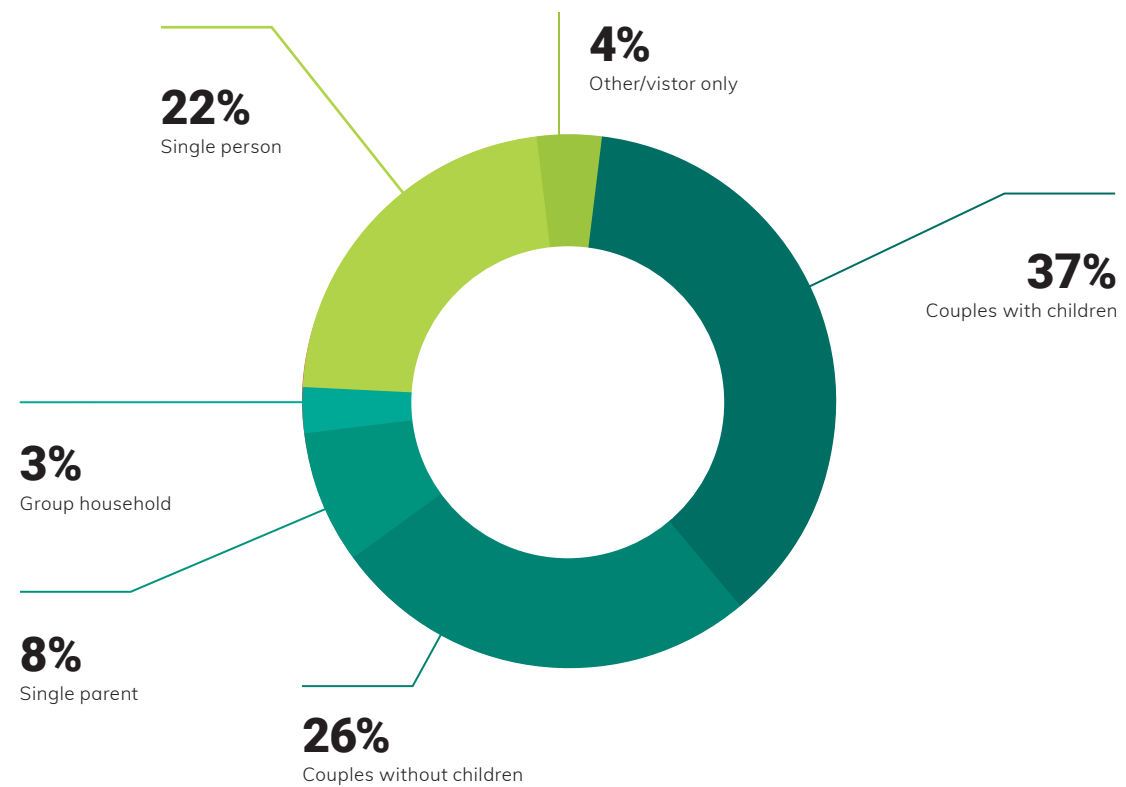
⁴id community – population forecast

⁵id community – Household living arrangements

Such differential change can cause competing demands and planning challenges. The growth groups drive demand for housing, services and assets to cater for families, older workers and seniors, while we also enable young adults and the young workforce to continue living, learning and working in the area.

The Asset Management Strategy explores our demographics in more detail, and the Long-Term Financial Plan also considers aspects such as household income, housing tenure, employment status and socio-economic disadvantage.

Figure 2
Northern Beaches household living arrangements



Balancing environmental sustainability with improved liveability

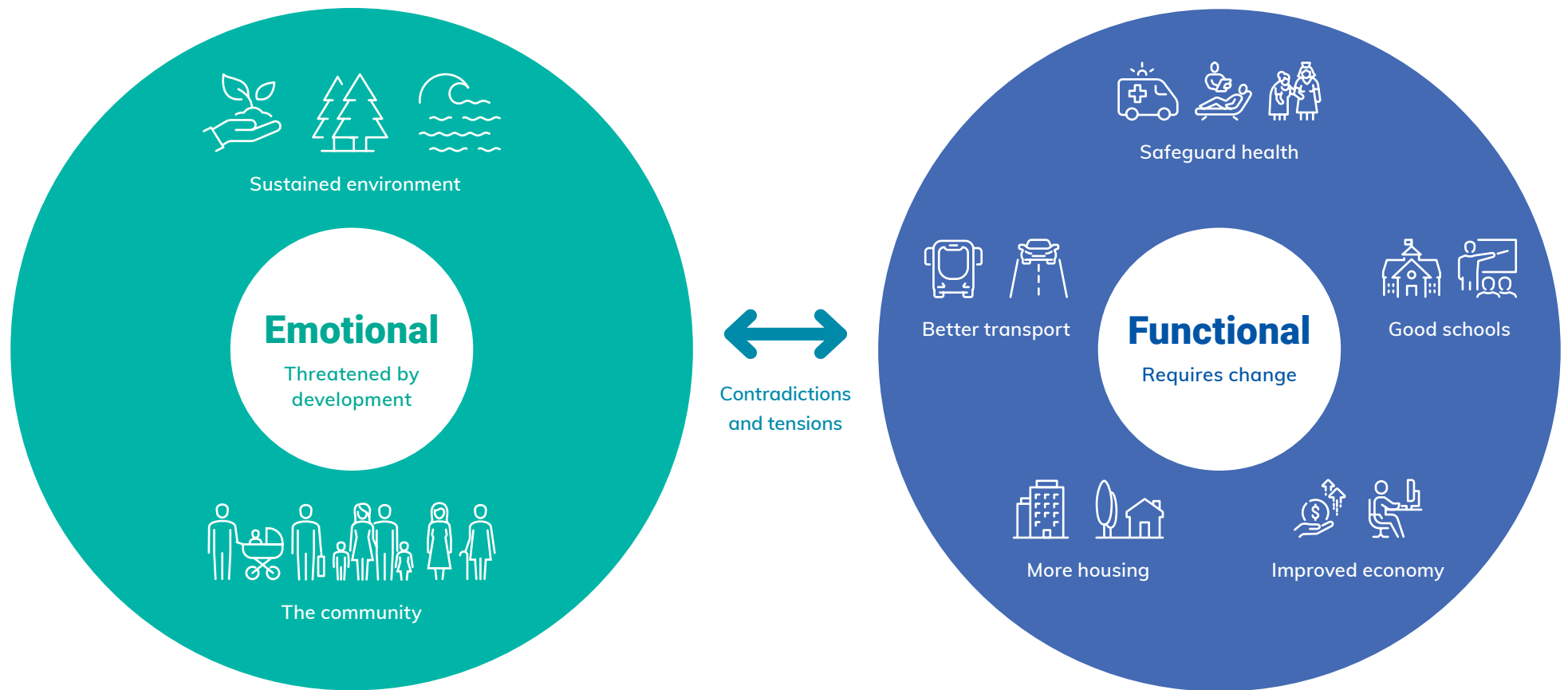
When the community is asked why they live on the Northern Beaches, two key emotional drivers are prominent – the natural environment and the local community.

In asking where the community wants to see improvement, responses are centered around functional drivers such as the need for better transport, greater housing affordability and an improved economy. Improvement of these functional drivers requires more infrastructure and development, which poses a threat to the emotional drivers.

There exists a contradiction and natural tension between the desire to protect the environment and community, while improving transport, housing and the economy, as shown in Figure 3 - Our community's emotional and functional drivers. A tension also exists across generations. Younger members of our community, including those who are yet to purchase their own home and/or are frequently commuting for work, express an understanding that infrastructure is required to address their needs and concerns regarding housing affordability and the ability to travel efficiently within and beyond the Northern Beaches. They are conscious that improved infrastructure is necessary to sustainably improve their overall quality of life, now and in the future.

Figure 3

Our community's emotional and functional drivers



Key services Council delivers

Key Service

Environment and sustainability

Waste and cleansing

Kimbriki Resource Recovery Centre

Community, arts and culture

Children's services

Library services

Strategic land use planning

Development assessment

Environmental compliance

Parks and recreation

Economic development, events and engagement

Transport, traffic and active travel

Property and facilities

Customer service

Governance and assurance services

Corporate support services





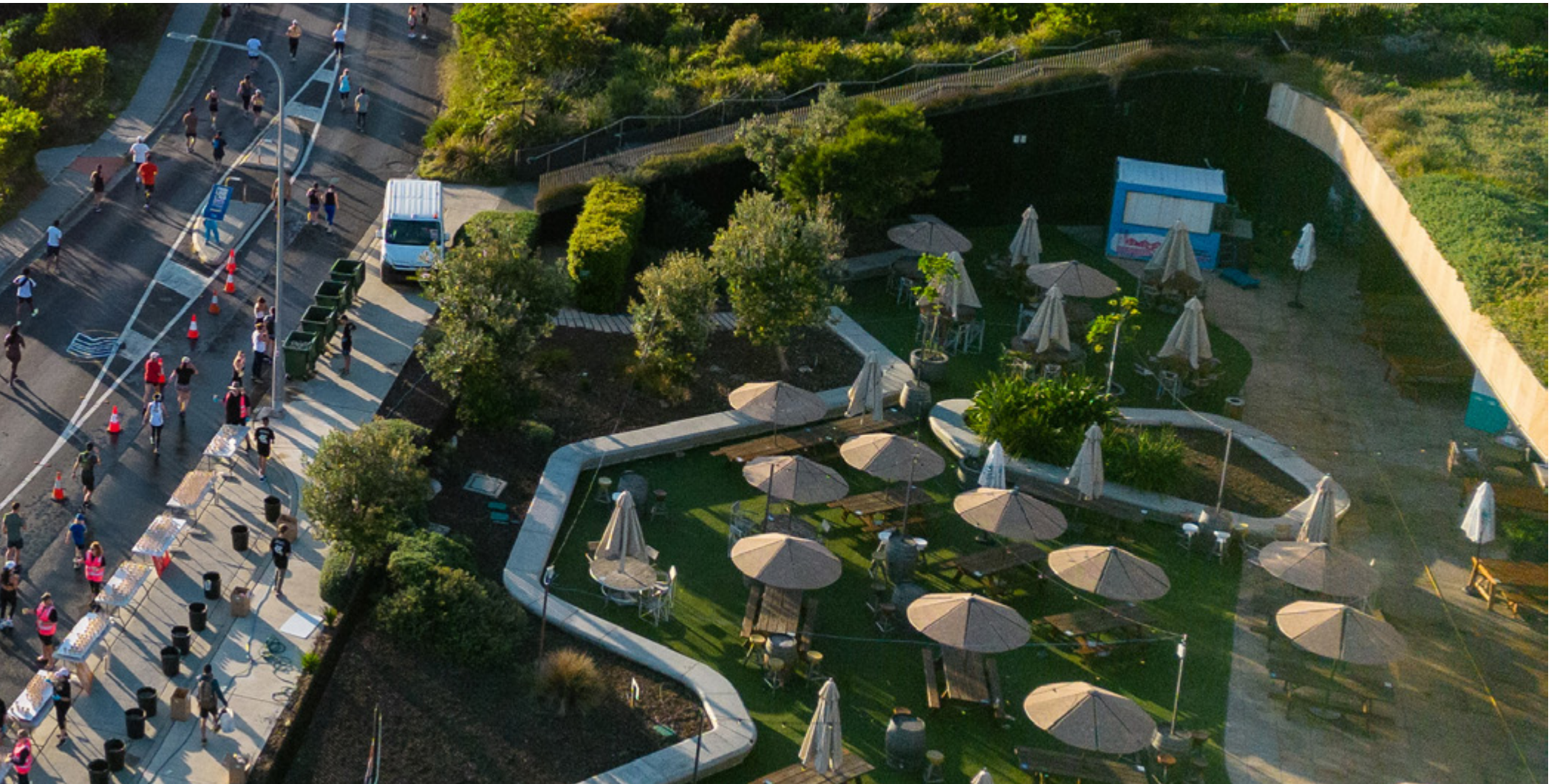
Strategic landscape



Our community's vision

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





Strategic landscape

Strategic line of sight

This vision encapsulates passionate conversations with the community about how to live well - how to create a sense of balance in an increasingly pressured world where financial, work and family commitments compete for our time and attention.

Living well means taking care of and enjoying the beautiful environment; being able to wash off stress and worries with a quick surf or a brisk walk; catching up with friends and enjoying social and cultural events; taking part in sports and recreational activities; and in general, nurturing a sense of connection and belonging.

Council considers relevant international, federal and state government strategies in what we do locally. These strategies help guide and inform priorities, providing best practice standards of delivery for our people, community, environment and the economy. Figure 4.2 outlines the international, federal, state and local alignment across the Northern Beaches Council community outcomes. Our Northern Beaches Community Strategic Plan is delivered through the Integrated Planning and Reporting Framework.

Figure 4.1
Strategic line of sight

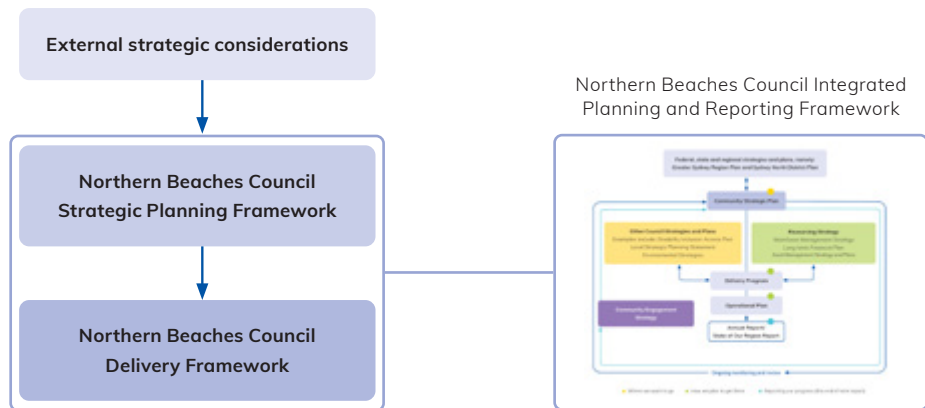


Figure 4.2
Strategic alignment across council, state, federal and global strategic documents

Reach	Strategic Document	Environmental		Social		Economic		Civic	
		Protection of the environment	Environmental sustainability	Community and belonging	Housing, places and spaces	Vibrant local economy	Transport, technology and connectivity	Good governance	Partnership and participation
Global	United Nations 2030 Sustainable Development Goals	●	●	●	●	●	●	●	●
National	Smart Cities Plan		●	●	●	●	●	●	●
	Australia's Climate Change Commitments	●	●		●	●		●	●
State	NSW State Plan	●		●	●	●	●	●	●
Region	Metropolitan Sydney: A metropolis of three cities	●	●	●	●	●	●	●	●
District	Greater Sydney 2056 Northern District Plan	●	●	●	●	●	●	●	●
Local delivery	Integrated Planning and Reporting Framework	Northern Beaches Council delivers its community outcomes using the Integrated Planning and Reporting Framework (Figure 5)							

Key: Coloured dot indicates the Northern Beaches Community Outcome aligns with the external strategic document

Integrated planning and reporting framework

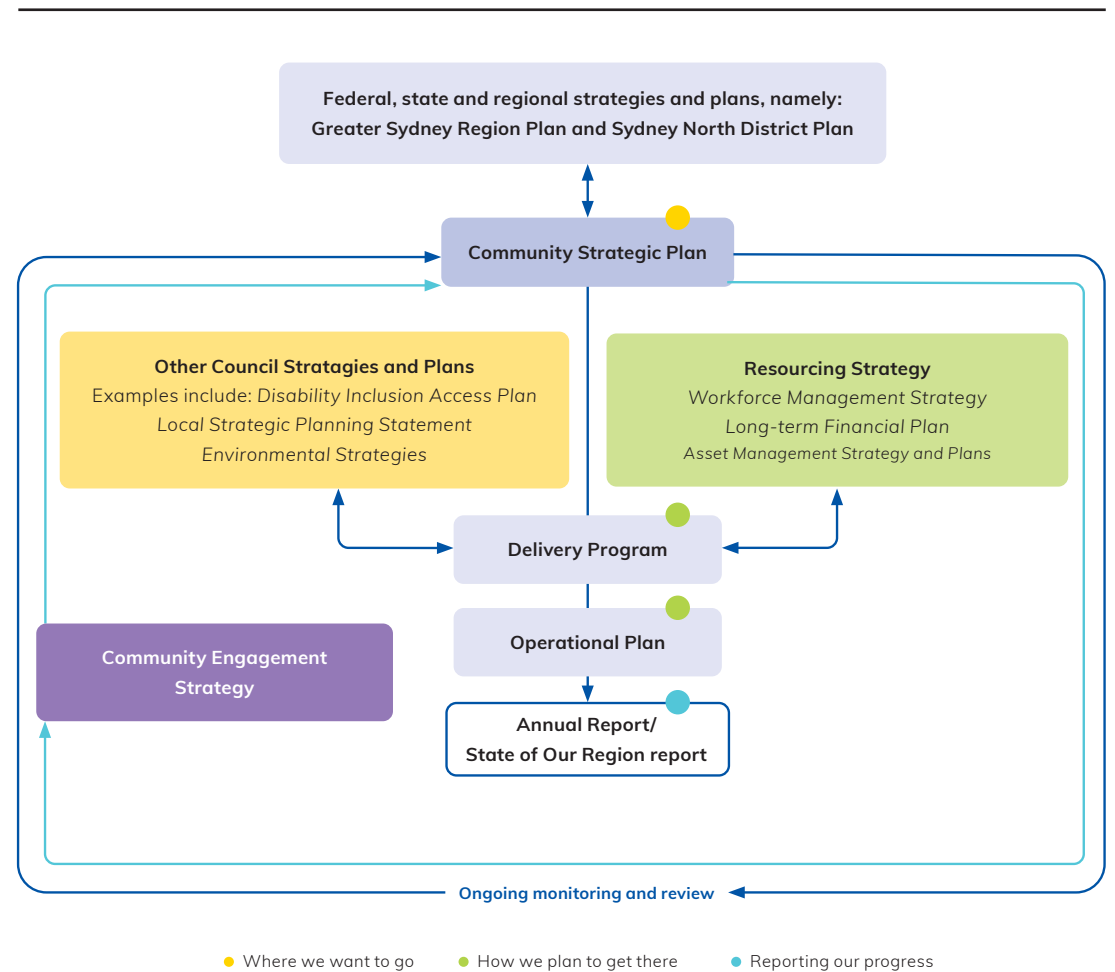
The Integrated Planning and Reporting Framework (Figure 5) requires every NSW council to undertake long term planning with their community on services and facilities, informed by plans for finances, assets and the workforce. The framework is designed so Council and the community both have a clear picture of:

1. Where we want to go
(Community Strategic Plan)
2. How we plan to get there
(Delivery Program, Operational Plan, Resourcing Strategy)
3. How we will measure our progress (quarterly, annual and State of Our Region report)

This current State of Our Region report describes the progress against our community outcomes and goals for the period of 2021-2024.

Figure 5 shows the relationship between the documents.

Figure 5
Integrated Planning and Reporting Framework



The Community Strategic Plan (CSP) is the highest level strategic document and the pinnacle of Council's Integrated Planning and Reporting Framework. It incorporates state and regional planning priorities and sets the direction for all Council's activities. Sitting in the middle of the Integrated Planning and Reporting Framework are other Council strategies and plans as well as the resourcing strategy. These strategies link the high-level community outcomes of the CSP with Council's day-to-day operations.

The strategies and plans detail what Council will do to work towards achieving the community outcomes and goals. These are used to develop Council's 4-year Delivery Program and annual Operational Plan, ensuring that Council's actions are directly aligned with achieving the community's aspirations. Along with the CSP, these plans are statutory documents described in the NSW Local Government Act 1993 as key elements of the Integrated Planning and Reporting Framework. See Figure 5.

The CSP is about who we are, what we value and how we want to live now and in the future. The members of our community live diverse lives with varying interests and backgrounds, yet we share many similar aspirations. The CSP is the document that unites us with common goals as citizens of the Northern Beaches today. It sets our direction to what we aspire to be, as a community, by 2040.

Council has developed the CSP on behalf of the Northern Beaches community, considering 4 key questions:

- Where are we now?
- Where do we want to be in the long term?
- How will we get there?
- How will we know when we have arrived?

The Community Strategic Plan outcomes

The CSP has 8 community outcomes. The outcomes address the environmental, social, economic and civic priorities of the community, commonly referred to as the 'quadruple bottom line', with a series of goals for each (Figure 6 - CSP outcomes against the quadruple bottom line). Progress against the CSP outcomes has been captured on page 36 of this report.

The CSP will set an agenda for our own business as well as for advocacy and partnerships with key agencies to deliver on the community's aspirations for a more sustainable future. The responsibility for making the long-term community vision a reality rests with everyone. Council will continue to work in close collaboration with the community, key partners and stakeholders in making the Northern Beaches an even better place to live, work and play.

Figure 6

Community Strategic Plan outcomes against the quadruple bottom line



The CSP comprises of a community vision and 8 community outcomes which are each supported by an aspiration, goals and clear strategies to achieve the goals. The outcomes reflect the opportunities and challenges in achieving the community's aspirations for the future. The CSP also comprises a series of measures that will be used to monitor our progress towards achieving the vision. Progress against these measures is captured from page 36 of this report.

Figure 6.1 - Northern Beaches Community Strategic Plan outcomes and goals



Figure 6.1
Northern Beaches Community Strategic Plan outcomes and goals

● **Environmental**

Protection of the environment	Goal 1 Our bushland, coast and waterways are protected for their intrinsic value	Goal 2 Our environment is resilient to natural hazards and climate change	Goal 3 Our community is well-supported in protecting and enhancing the environment, to ensure safe and sustainable use
Environmental sustainability	Goal 4 Our community is supported in the sustainable use of resources and working towards net zero	Goal 5 Our built environment is developed in line with best practice sustainability principles	Goal 6 Our Council is recognised as a leader in environmental sustainability

● **Social**

Community and belonging	Goal 7 Our diverse community is supported to participate in their chosen cultural life	Goal 8 Our community feels safe and supported	Goal 9 Our community is inclusive and connected
Housing, places and spaces	Goal 10 Our community has access to diverse and affordable housing options to meet their current and evolving needs	Goal 11 Our local centres are vibrant and healthy, catering for diverse economic and social needs	Goal 12 Our community has access to spaces that enable healthy and active living and allow for a broad range of creative, sporting and recreational opportunities to be enjoyed

● Economic

Vibrant local economy	<p>Goal 13 Our businesses are resilient, well-connected and thrive in an environment that supports innovation, entrepreneurialism and economic growth</p>	<p>Goal 14 Our economy provides opportunities that match the skills and needs of the population</p>	<p>Goal 15 Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities</p>
Transport, technology and connectivity	<p>Goal 16 Our integrated transport networks meet the needs of our community and reduce carbon emissions</p>	<p>Goal 17 Our community can safely and efficiently travel within and beyond the Northern Beaches</p>	<p>Goal 18 Our community can easily connect and communicate through reliable communication technologies</p>

● Civic

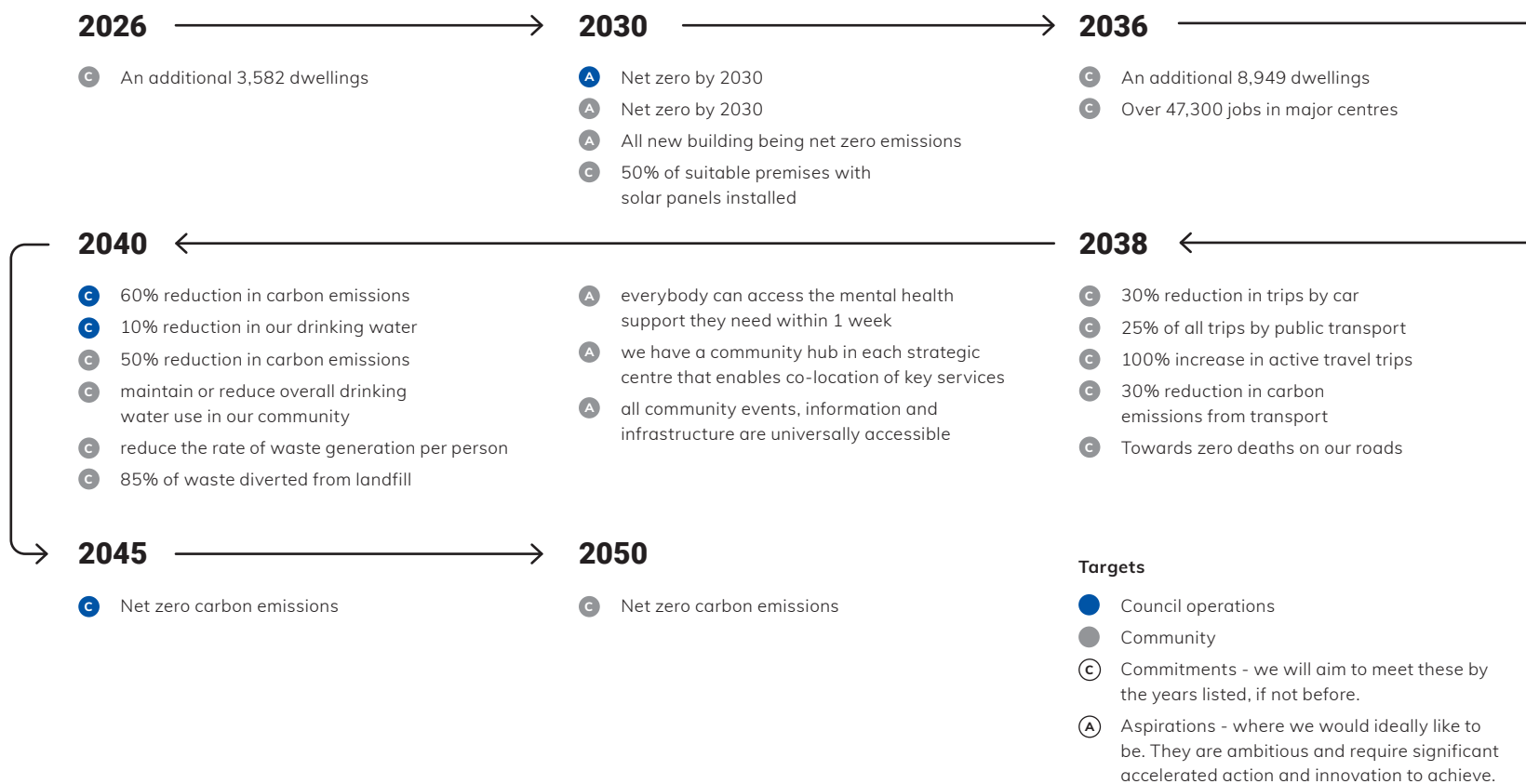
Good governance	<p>Goal 19 Our Council is transparent and trusted to make decisions that reflect the values of the community</p>	<p>Goal 20 Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community</p>
Partnerships and participation	<p>Goal 21 Our community is engaged in decision making processes</p>	<p>Goal 22 Our Council builds and maintains strong partnerships and advocates effectively on behalf of the community</p>

Evaluating progress against the Community Strategic Plan outcomes

The CSP outlines where we are now, highlights where we want to be and, most importantly, addresses how we will get there. A broad base of performance measures are used to evaluate progress towards the community's vision and assess whether objectives are being achieved. A baseline has been established for each measure. Performance is assessed against the baseline to report against the desired trend (decrease/maintain/increase or improve). Some of the measures have long term targets such as the aspirations and commitments outlined in Figure 7 - Northern Beaches Council commitments and aspirations for the future. Progress against the CSP is captured from page 36 of this report.



Figure 7
Northern Beaches Council commitments and aspirations for the future



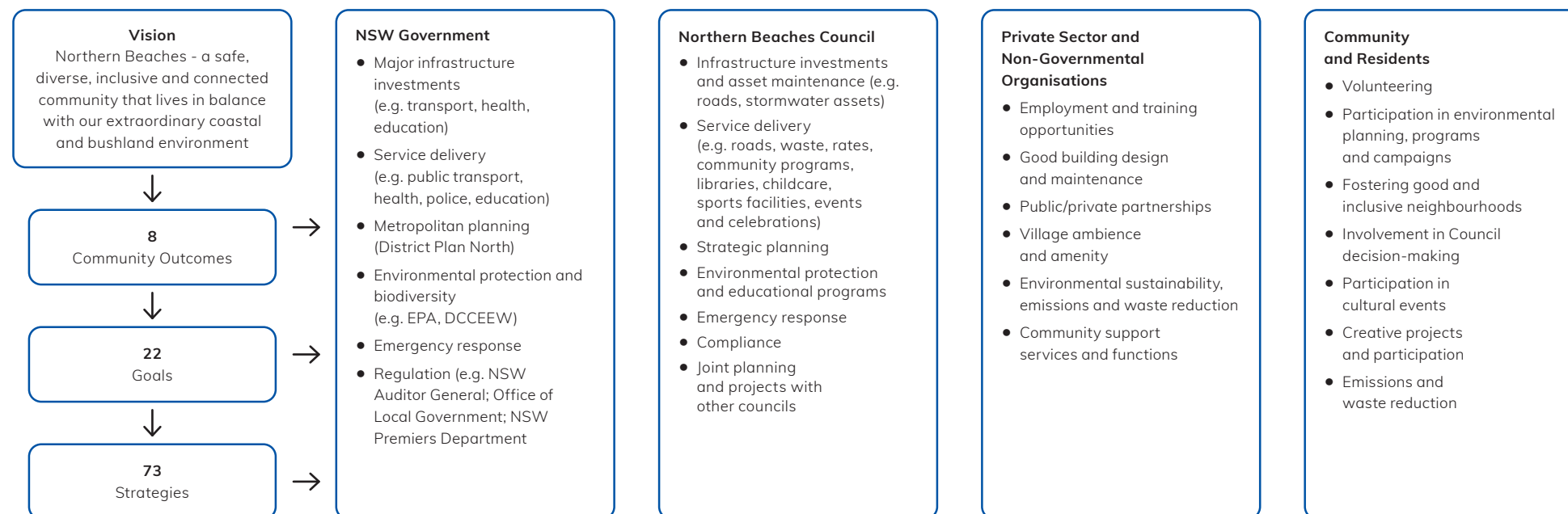
Planning in partnership

The community calls for more action in the areas of environmental protection, sustainability, community wellbeing, better urban design and public places, housing, infrastructure delivery and the local economy. However, delivering on many expectations is largely the responsibility of the NSW Government and falls beyond the direct control of Council.

Figure 8 outlines the main partners and stakeholders Council will collaborate with on a local, state and federal level in implementing the CSP and making our community's vision a reality.



Figure 8
Partnership roles and opportunities





Progress against our community outcomes



Award highlights

Winners 2021/22



National Local Government Customer Service Network (NLGCSN) Awards 2021

Customer Service Team of the Year - Northern Beaches Council



LG Processionals, NSW Local Government Excellence Awards 2022

Customer Experience - Voice of Customer



LG Processionals, NSW Local Government Excellence Awards 2022

Northern Beaches Culture Map Live



Academy of Interactive and Visual Arts, Communicator Awards 2022

Individual Public Service for online video - Rates Harmonisation - International



Academy of Interactive and Visual Arts, Communicator Awards 2022

Individual Diversity, Equity, and Inclusion for online video - Harmony Week - International



Australian Event Awards 2021

Sun Run 2021, Northern Beaches Council - Best Community Event (Virtual, Live or Hybrid) - National



Australian Event Awards 2021

Taste of the Beaches - Best Live or Hybrid Public Event - National



Australian Government, National Awards for Local Government 2021

Creativity and Culture Award - Library 2U - Creating vibrant and cohesive communities through the Arts



LG NSW, Local Government Week Awards 2021

Youth Week Awards - Most Innovative Youth Week Program 2021



Building Designers' Association of Australia (BDAA) Awards 2021

Currawong Cottages Refurbishment Project - Heritage Buildings Adaptive Reuse



Tripadvisor Travellers' Choice Awards 2021

Manly Scenic Walkway (co-owned with National Parks) - Top 10% of Attractions Worldwide



Stormwater NSW Awards for Excellence 2021

Excellence in Infrastructure Awards - Manly - Safe and Beautiful Once Again



Australian Childcare Alliance (ACA) - Early Childhood Learning Awards 2021

Environmental Program Excellence - Narrabeen Children's Centre



The Climate Council, Cities Power Partnership Climate Awards 2021

Renewable Energy Achievement Award - Northern Beaches Goes Renewable



Keep Australia Beautiful NSW Sustainable Cities Awards 2021

Circular Economy - Let's Go Swap and Go



Keep Australia Beautiful NSW Sustainable Cities Awards

Overall Sustainable City



Keep Australia Beautiful NSW Sustainable Cities Awards

Response to Climate Change - Protect.Create.Live - Northern Beaches Environment and Climate Change Strategy 2040



Keep Australia Beautiful NSW Sustainable Cities Awards

Coastal and Waterways Protection - Reducing Litter in the Dee Why Lagoon Catchment, Solution for the Future



Keep Australia Beautiful NSW Sustainable Cities Awards

Recycled Organics Award - Closed Loop Organic Recycling Program



Keep Australia Beautiful NSW Sustainable Cities Awards

Environmental Communications - Swap for Good campaign



NSW & ACT IPWEA Engineering Excellence Awards 2021

Construction Projects less than \$500,000 - Richard Road, Scotland Island offshore road and drainage construction works



Voice Project's Awards 2022

Change Champion Award - recognising exceptional improvements in work practices and employee engagement over time - 2022 employee survey results

Award highlights

Winners 2022/23



National Local Government Customer Service Network (NLGCSN) Awards 2022

Innovation of the Year - Customer Activity Tracker (The CAT)



The Communicator Awards 2022

Social Impact - Consumer Products and Services - Sharing the Road Campaign



LG NSW AR Bluett Memorial Award 2022

Northern Beaches Council



Australian
Institute of
Architects

NSW Architecture Awards 2023

Robert Woodward for Small Project - Mona Vale Beach Amenities and Lifeguard Facility

Award highlights

Winners 2023/24



2023 Xref Engage Awards

Employee Engagement Survey – Best Workplace



2024 Xref Engage Awards

Employee Engagement Survey – Change Champion



LG NSW Excellence in the Environment Awards 2023

Northern Beaches Resilience Strategy – Withstand. Adapt. Thrive – Innovative Leadership



LG NSW Excellence in the Environment Awards 2023

Transition to a Circular Economy population >100,000 - Let's ReDirect our Engineered Timber out of Landfill!



Travellers' Choice Awards 2024

Manly Beach – Best Beach in Australia (7th Best Beach in the World)



iNews Benchmark Awards 2024

Application Whitelisting – Best Local Government Project



iNews Benchmark Awards 2024

Naren Gangavarapu – Local Government Technology Leader



2024 Local Government Excellence Awards

Long Reef Surf Life Saving Club and Precinct Development – Asset and Infrastructure >\$1.5million

Award highlights

Highly commended 2021/22



LG Professionals, Australasian Management Challenge 2022

Highly Commended - Team HEXAD - Third in NSW



LG NSW, Local Government Week Awards 2021

Silver Local Sustainability - Towards Net Zero Northern Beaches



NSW Public Libraries Association Awards 2021

Innovation in Outreach Services Award - Library 2U



Stormwater NSW Awards for Excellence 2021

Excellence in Infrastructure Award - Two Birds One Stone - Flood free properties and Cleaner beach at Newport



Keep Australia Beautiful NSW Sustainable Cities Awards 2021

Renewable Energy - Northern Beaches goes Renewable



NSW Government Sustainability Advantage Program

Commitment to Sustainability in our Community - Silver Partnership

Award highlights

Highly commended 2022/23



The Communicator Awards 2022

General - Safety - Bare Creek Bike Safety Video



The Communicator Awards 2022

Campaign - Travel and Tourism - Play Manly



LG NSW Local Government Week Awards 2022 - RH Dougherty Awards

Excellence in Communication Award (population more than 70,000) – Delivering a Fairer Rating System



LG NSW Local Government Week Awards 2022 - RH Dougherty Awards

Asset and Infrastructure over \$1.5 million - Mona Vale Surf Lifesaving Club and Beach Amenities



LG NSW Local Government Week Awards 2022 - RH Dougherty Awards

Special Project Initiative - Forestville Library 24/7



LG Excellence in the Environment Awards 2022

Communication, Education and Empowerment - Simplifying Solar Program

Award highlights

Highly commended 2023/24



2024 Local Government Excellence Awards

Have Your Say Day – Youth for Youth – Community Development



2024 IPWEA Engineering Excellence Awards

Taylors Point Bank Stabilisation Project – Design and Construction of a Public Works Project (greater than \$500,000 but less than \$5million)



LG NSW Local Government Week Awards 2023

Special Project Initiative - Population Over 150,000 - Forestville Library 24/7



PIA Awards for Planning Excellence

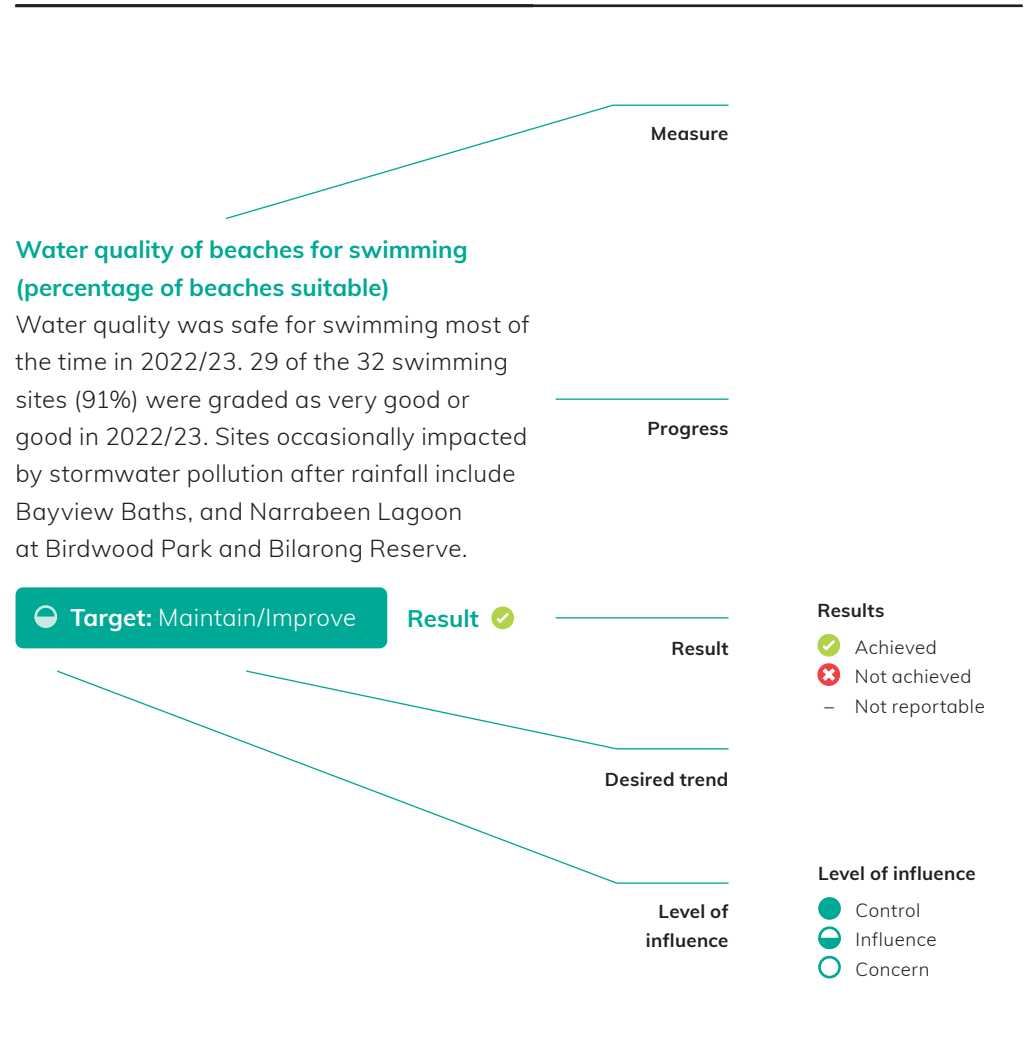
Commendation for Conservation Zones Review: Resilience Planning in Action: Conservations Zones Project



Progress against the Community Strategic Plan

The State of Our Region 2021-2024 is a progress report on our Community Strategic Plan 2040 (CSP). The report structure aligns with the 8 outcomes in the CSP. Progress updates on goal achievements are provided through qualitative commentary and performance metrics, as illustrated in figure 9 – Measures key. The outcomes focus on the community’s environmental, social, economic and civic priorities, collectively referred to as the ‘quadruple bottom line’, with each outcome accompanied by a series of goals.

Figure 9
Measures key

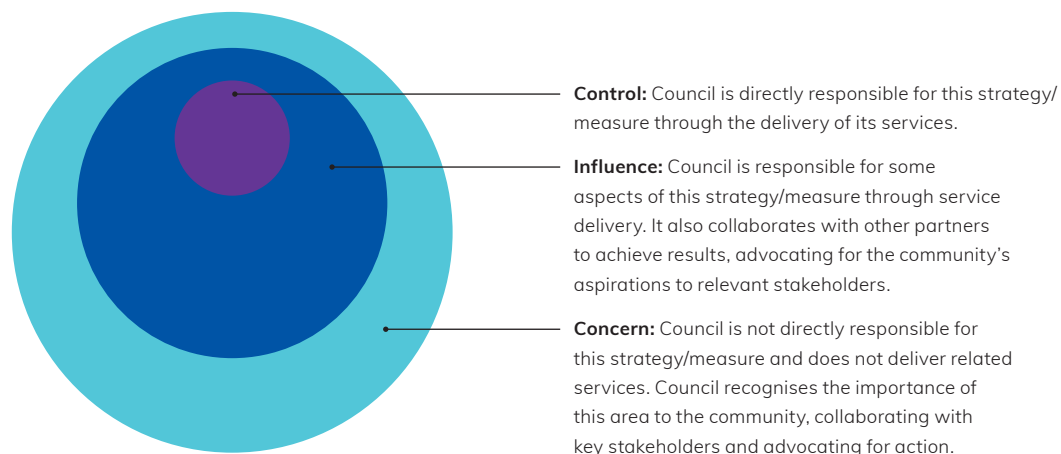


Interpreting the outcome and measures

The performance measures in the CSP aim to evaluate progress towards the community's vision and assess whether goals are being achieved. They are assessed against a baseline and desired trend.

The responsibility for making the long-term community vision a reality rest with everyone. Council will continue to work in close collaboration with the community, key partners and stakeholders in making the Northern Beaches an even better place to live, work and play. There are a mix of corporate and community indicators to reflect the level of influence Council has over the achievement of individual goals. The level of influence is either control, influence or concern – see Figure 10 – Scope of influence for a description. Level of influence is also described on each measure result, as shown in Figure 9 - Measures key.

Figure 10
Scope of Influence



An aerial photograph of a tropical coastline. The top half of the image shows clear, turquoise water with visible rocks and coral reefs. The bottom half shows a sandy beach with a few people and a small boat. The right side is dominated by dense, lush green forest. A paved road runs along the left edge of the beach.

Outcome 1 Protection of the environment



Community aspirations

Our community aspires to enhance and protect the natural and built environment from the risks and impacts of global and local pressures

● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

The Northern Beaches is proud to be surrounded by an extraordinarily beautiful environment. Our beaches, coast and waterways are such a unique and valuable asset for our community. Our aspirations in 2021 were to protect the environment for its own inherent value and to benefit current and future generations. Our community goals were identified in the Community Strategic Plan as:

- Our bushland, coast and waterways are protected for their intrinsic value
- Our environment is resilient to natural hazards and climate change
- Our community is well-supported in protecting and enhancing the environment, to ensure safe and sustainable use



Preserving biodiversity in our environment

The Bushland and Biodiversity Action Plan has been prepared to embed the strategic directions identified in the Protect. Create. Live. Environment and Climate Change Strategy 2040 and provides actions to be implemented to protect and enhance our natural environment.

Essential works were carried out to protect our biodiversity, with scientific analysis and mapping of Conservation Zones, as part of the new Northern Beaches Local Environmental Plan. A new Camp Management Plan (CMP) was developed to help manage three Flying Fox colonies at Balgowlah, Warriewood and Avalon. The aim of the CMP is to improve community understanding of flying-foxes including their ecological role so that future conflict can be avoided by conserving the flying-foxes and their habitat. The CMP clearly define roles and responsibilities for management actions consistent with relevant legislation.

In 2023, Council began participation in the Australian Research Council (ARC) Linkage Grant project with the University of Sydney - Urban Rewilding: Ecologically and Community-informed Futures. The project aims to prevent further wildlife loss by creating a blueprint for the ecological restoration of urban spaces through experimentally assessing a new approach to conservation by restoring regionally present but locally missing wildlife to urban bushland reserves. Expected outcomes of the 3-year grant project include restoring ecosystem services such as pollination, provided by wildlife and increased opportunities for community engagement with nature. The project has collected and analysed close to 2 million images using AI technology. To date, there have been 31 species identified, including 26 native and 5 introduced species.

Protecting our coasts and waterways for the future

Council is developing several Coastal Management Programs (CMPs) that establish the long-term strategy for the coordinated management of our coastal environments. This includes Open Coast and Lagoons, Collaroy-Narrabeen Beach, Sydney Harbour Catchment, and Hawkesbury-Nepean Catchment.

Council participated in an ARC grant project to develop a new framework for a national early warning system with the University of NSW and Bureau of Meteorology to forecast beach erosion and flooding impacts of storms approaching Australia's sandy coastlines. The coastal hazard system predicts the severity of impacts every 100 metres alongshore and at identified 'hotspots' – considered vulnerable or housing valuable infrastructure – in near real time. It delivers rolling 7-day forecasts to local and regional coastal managers and emergency response agencies through a web portal.

Making progress 2021-2024

The Collaroy Seawall project continues with construction of rock revetments at Stuart and Ramsey Streets anticipated to commence late 2024. Council continues to work with residents regarding private construction works for permanent protection at Collaroy-Narrabeen beach.

The Valley View Wetland project at Prosperity Park, Warriewood is complete and features some 5,000 new terrestrial and aquatic plants planted. A constructed wetland has been installed in Curl Curl Lagoon to provide improved water quality and habitat.

Our monitoring program continues to record the estuarine health of Pittwater and our coastal lagoons, building a valuable record to help better manage them.

Improving water quality

One of the goals of the Waterways and Catchments Action Plan is to improve water quality. We achieve this through installing, upgrading, auditing and maintaining water quality devices according to national and international best practice stormwater quality principles within our stormwater network. In 2021, Council constructed a new Gross Pollutant Trap (GPT) at North Steyne Beach and upgraded a deteriorated stormwater outlet. The project was successful in improving the water quality at Manly Beach and won the 2021 Stormwater NSW 'Excellence in Infrastructure' award. Council recently completed the detailed design for a new GPT in Ted Jackson Reserve at Dee Why Beach with works planned in 2025. A dilapidated trash rack on Campbell Parade at Dee Why has recently been upgraded to improve pollution capture and to address maintenance and safety issues.

To reduce our litter and single use plastics, Council will expand our network of stormwater quality improvement devices (SQIDs) and continue to improve management of existing SQIDs. There are 257 water quality devices across the Northern Beaches. These devices capture and remove pollution from our waterways with 1020 tonnes of pollution removed last year.

Council has also improved water quality with projects such as water sensitive urban design (WSUD) rain gardens and creek restoration projects, such as Frog Hollow Creek rehabilitation. The WSUD's address pollution and erosion issues, while harnessing alternative water sources.

Proactive flood risk management

Managing risk and compliance is a focus in meeting the goal of improving water quality as part of the Waterways and Catchments Action Plan. Narrabeen Lagoon is one of the Northern Beaches' greatest natural and recreational assets and is prone to flooding. The Narrabeen Lagoon Entrance Management Strategy was adopted by Council in September 2022. In developing the strategy Council reviewed current practices and processes and established the most effective way to manage the Narrabeen Lagoon entrance including emergency response arrangements, clearance work improvements and long-term entrance-specific options involving the installation of a more permanent structure.

In 2023 the Greendale Creek Flood Study, that outlines how flood waters move through the Greendale Creek catchment and flow down to Curl Curl Lagoon, was publicly exhibited. The study area included parts of the suburbs of Beacon Hill, Brookvale, Curl Curl, Freshwater and North Curl Curl. The catchment is affected by flooding due to rainfall runoff, and in the lower parts from rising lagoon flood waters. Based on community feedback, refinements were made to the flood model resulting in several properties no longer being within the Flood Planning Area and/or Probable Maximum Flood area.

Building the resilience of our community

Council adopted the Northern Beaches Resilience Strategy - Withstand. Adapt. Thrive in 2022. This strategy aims to build the collective resilience of our community to shocks and stresses now and into the future, and has driven more robust approaches to how we plan and deliver our services and works. Council's work on the strategy was recognized with the Innovative Leadership Award at the 2023 Local Government Excellence Awards.

The strategy helped secure a grant from the NSW Disaster Risk Reduction Fund. This grant supported the delivery of key projects to reduce disaster risk and improve our preparedness for emergency events. These include an upgrade to our flood information tool to improve predictions, timely warnings and responses, as well as analysis to optimise the management of water levels in Manly Dam. It also funded an online emergency dashboard, which launched in September 2024. The dashboard will provide live alerts and updates for our community during an emergency event, including preparing for events before they occur.

Making progress 2021-2024

Advancing sustainability in our community

Council has developed the Environmental Education and Sustainable Living Action Plan which identifies how Council supports our community to make more environmentally aware choices to live in a more sustainable way, complementing our natural environment.

Council has provided over \$160,000 in financial support for environmental and sustainability issues on the Northern Beaches through our Environmental Grants Program and has supported local schools and Parents and Citizens organisations through the Eco Schools Grants program with over \$25,000 in funding to deliver environmental and sustainability initiatives.

Night sky place



Palm Beach Headland has been officially designated as the first Urban Night Sky Place (UNSP) in Australia by DarkSky International. This project was a partnership with National Parks and Wildlife Service. It demonstrates how good quality lighting and design can reduce the impacts of artificial light on the natural nighttime environment and open opportunities for better viewing of our night sky.



Protection of the environment

Measures

Results

-  Achieved
-  Not achieved
- Not reportable

Level of influence

-  Control
-  Influence
-  Concern

Total area of bushland (ha)

The total area of bushland has reduced by 22ha to 15,562ha since 2016. This is largely due to the delivery of major infrastructure at Northern Beaches Hospital and associated road works and Mona Vale Road upgrade.

 Target: Maintain

Result 

Biodiversity (number of threatened plant and animal species)

Since 2017, 8 additional species were added to the endangered species list in NSW including the White's seahorse and the Maroubra woodland snail which is found along the coast. Both are endangered due to a decline in natural habitat in NSW.

 Target: Maintain

Result 

Health of lagoons (health rating)

Overall lagoon results have remained stable. Given increasing catchment pressures and a wet year, this is encouraging.

 Target: Maintain/Improve

Result 

Water quality of beaches for swimming (percentage of beaches suitable)

Water quality was safe for swimming most of the time in 2022/23. 29 of the 32 swimming sites (91%) were graded as very good or good in 2022/23. Sites occasionally impacted by stormwater pollution after rainfall include Bayview Baths, and Narrabeen Lagoon at Birdwood Park and Bilarong Reserve.

 Target: Maintain/Improve

Result 

Number attending Council's education activities on environment and sustainability

15,926 people attended activities in 2023/24, which is a 6% increase on 2017. Numbers have recovered from COVID restrictions.

 Target: Maintain/Increase

Result 

Urban Heat (number of days 35°C or hotter)

Hot days 35°C or hotter are lower than the baseline of 7 days in 2016. Over the past year there were 2 days with temperatures hotter than 35°C.

 Target: Maintain/Decrease

Result 

Percentage of the community rating their local area as having good access to the natural environment

90% of the local community rated their local area as having good access to the natural environment in 2024. This is consistent with the 2022 rating.

 Target: Maintain/Increase

Result 

Percentage of the community that feel prepared or very prepared to respond to significant shocks or stresses

This will be assessed in the next environmental perception survey.

 Target: Increase

Result -

Percentage of the community willing to make changes to be more prepared


This will be assessed in the next environmental perception survey.

🕒 **Target:** Maintain/Increase **Result** –

Percentage of the community implementing environment protection behaviours

76% of the community implemented environmental protection behaviours. The rating was maintained from 2017 to 2021.

🕒 **Target:** Maintain/Increase **Result** ✓



Outcome 2
Environmental sustainability

*Charge
Ahead*

We're making



Community aspirations

Our community aspires to be leaders in managing our resources sustainably and for the long term to ensure that development is balanced with our lifestyle and environment

● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Our Northern Beaches community cares deeply about the sustainability of the environment in which we live, work and play. We encourage a culture of environmental awareness and lead by example. Our aspirations in 2021 were to collaborate with our community and partners to plan, promote, educate and facilitate more sustainable ways of living. Our community goals were identified in the Community Strategic Plan as:

- Our community is supported in the transition towards net zero emissions and a local circular economy
- Our built environment is developed in line with best practice sustainability principles
- Our Council is recognised as a leader in environmental sustainability



Strategic approach to a circular economy

In 2024 Council endorsed the Waste and Circular Economy Strategy 2040 - Rethink. Reduce. Reuse which represents a shift to a circular approach to waste management aimed at retaining the value of resources for as long as possible to benefit the environment, local business, and residents.

This is a new approach to waste management, emphasising the importance for us all to rethink our actions to reduce waste via reuse, repair and recycling. We are already trialing different approaches to support more reuse and repair, including through secondhand markets, reuse and repair events and sharing platforms. Three reuse and recycling events held in 2023/24 financial year, resulted in the collection of over 27 tonnes of preloved household items from 1,158 carloads of Northern Beaches residents, saving these items from landfill and supporting people in need.

We are also investigating new ways of food waste recovery, recovery options for material from bulky goods cleanup and the feasibility of a local reuse and repair hub.

A Swap for Good business program and the Swap for Good School Canteen program were delivered, as was a trial of reusable containers for zero waste lunches at office precincts.

Transforming waste into resources

To improve resource recovery and activate a local circular economy, Council partnered with Kimbriki Environmental Enterprises and ReDirect to run a recycling trial of engineered timber. Some 1171 tonnes of engineered timber was recovered for remanufacture during the 11-month trial. The success of the trial resulted in the retention of the source-separated drop off and recovery options for timber. It was also recognised by the industry in 2023, winning the Circular Economy award at LGNSW Excellence in the Environment Awards.

Equipping the community

Kimbriki Environmental Enterprises social precinct, The Hub, is expanding the various charities and not-for-profit organisations that it hosts. They promote reuse and waste reduction, and now includes the Peninsular Senior Citizen Toy Repair Group, Bikes 4 Life, Boomerang Bags and Reverse Garbage.

Kimbriki held its inaugural Open Day for The Hub and Eco House and Garden. This day gave residents the opportunity to tour the operations of the charities reusing resources to keep waste from landfill and support those in need. This was combined with the Eco House and Garden's participation in the Sydney Edible Garden Trail.

Toward Net Zero

Our Environment and Climate Change Strategy has targets for Council and the community to achieve net zero carbon emissions by 2045 and 2050 respectively and we are well on our way.

Making progress 2021-2024

Council made the switch to 100% renewable-sourced electricity in January 2021. This shaved 9 years from our commitment to purchase renewable electricity for all suitable sites, and by the end of the financial year 2022/23 Council had already saved \$1.73 million against the long-term financial plan, almost delivering the projected \$1.9 million savings in just the first 2.5 years of the 7-year contract. Installed solar panels now generate over 950 kW of solar panels with the 265 kW system at Manly Andrew Boy Charlton Aquatic Centre being one of the biggest systems on the Northern Beaches. Council is transitioning to a green fleet, with 16 battery electric vehicles and 13 plug-in or hybrid vehicles in our fleet. This continues to grow as more vehicles come up for replacement. We are also working to transition gas powered facilities to electric.

Council has successfully partnered with Ausgrid to reduce emissions and light spill to the night sky. Almost 4,000 streetlights on main roads on the Northern Beaches were replaced with energy efficient LEDs and smart controls. This follows the replacement of almost 9,000 streetlights on residential roads. The LEDs provide better quality and direction of light and lower energy consumption. A community battery was also installed at Beacon Hill in February 2021 as part of a pilot to help residents get the most out of their solar systems while improving the local electricity grid and a second community battery was installed by Ausgrid at Warriewood in May 2024.

Our Solar Conversations program provides free advice on the benefits of solar to residents to support the switch to solar installations. Over 20,000 premises in the Northern Beaches LGA now benefit from solar power, which is reducing our carbon emissions by approximately 128,000 tonnes each year. This is the equivalent of taking over 39,000 cars off the road per year. Our community is well on its way to 50% of suitable premises on the peninsula being powered by solar by 2030.

Council is a Silver Partner of NSW Department of Planning, Industry and Environment Sustainability Advantage program and a member of the Climate Council's Cities Power Partnership and is leading the way with our operations.

Sustainability in building

We have developed technical guidelines for the sustainable design of Council facilities. These guidelines assist project managers to identify sustainability opportunities early in the project planning stage when we have the highest potential to influence a project for the least cost. This was showcased when the new Long Reef Surf Club opened in February 2023 and was recognised for Sustainable Architecture in the 2024 NSW Architecture Awards. The building features water saving fittings, solar power generation, energy efficient LED lighting, drought tolerant native plants, green roofs, bike racks and permeable paving. This state-of-the-art facility with integrated community and club facilities was designed to be durable and blend with the environment and has been developed using best practice sustainability principles.

Many of our sports grounds have been upgraded with energy efficient lighting. You can see new lights at St Matthews Farm, Hudson Oval and North Narrabeen Reserve. We've also improved our energy efficiency at other sites including two car parking stations in Manly by upgrading our lighting.

Sustainable transport network

Council has adopted an electric vehicle (EV) charging plan in August 2021 to support the community in reducing carbon emissions. The plan aims to increase the availability of EV infrastructure that integrates with the transport network and the local environment. There are now more than 20 EV charging locations across the Northern Beaches in our villages and town centres, including 8 JOLT chargers and at least 7 additional chargers being installed on street side power poles through the Intellihub EV Streetside Charging Project which launched in 2024.

Providing waste solutions for dog owners

Council has rolled out home-compostable dog waste bags across its dog off leash areas to reduce the generation of microplastics and the impact on our environment. Residents and park visitors consume approximately 4 million dog waste bags per year. Previously, single-use bio-degradable plastic bags were used. The home-compostable alternative is made from corn-starch which reduces its impact on the environment as it breaks down in the natural environment and can be safely composted in a home composting setup.

Recycling of street sweeping material

Nearly 2800 metric tonnes of materials are collected from street sweeping the local road network per year. Due to the complex components and nature of the material collected this has traditionally been landfilled as waste. Downer EDI, through its Reconomy process, offered a second chance for these otherwise wasted resources. In 2024, a trial was conducted and over 95% of the collected materials was recycled as road paving materials or as compost. Work continues towards scaling up this recycling further to help reduce environmental and greenhouse gas impacts from waste.

Environmental sustainability Measures

Results

- ✔ Achieved
- ✘ Not achieved
- Not reportable

Level of influence

- Control
- ◐ Influence
- Concern

Council greenhouse gas emissions (t CO₂e)

Our emissions were 4653t CO₂e in 2023/24. This is an 82% reduction since 2017.

● Target: Decrease Result ✔

Council water use (KL)

Water consumption was 448,566KL in 2023/24 (5-year average). This is a 3% reduction since 2017.

● Target: Decrease Result ✔

Community greenhouse gas emissions (t CO₂e)

Community emissions were 1,799,818t CO₂e in 2022. This is a 12% reduction since 2017.

◐ Target: Decrease Result ✔

Installed renewable energy capacity in the LGA (kW)

The installed energy capacity was 139,316kW in 2024 generated by 20,000 premises with solar panels. An increase of 116,474kW since 2017.

◐ Target: Increase Result ✔

Community drinking water use (KL/capita/year)

The water use was 77,293KL per capita in 2023. A 12% reduction since 2017.

◐ Target: Maintain/Decrease Result ✔

Domestic waste per capita (kg/person/year)

406kg of domestic waste per person was collected in 2023/24. This is a 6% reduction since 2018.

◐ Target: Decrease Result ✔

Percentage of waste diversion from landfill

61% of waste was diverted from landfill in 2023/24. An improvement on 2018 where diversion was 48%.

◐ Target: Increase Result ✔

Projected life of Kimbriki

Improved waste management and recycling practices since 2017 has extended the projected life of the facility to 2049.

◐ Target: Increase Result ✔

Percentage of the community satisfied with Council actions on the environment

83% of the community were satisfied with Council's actions on the environment. The rating was maintained from 2017 to 2021.

◐ Target: Maintain Result ✔

Percentage of the community implementing waste management behaviours

94% of the community implemented waste management behaviours. The rating was maintained from 2017 to 2021.

Target: Maintain

Result 





Outcome 3 Community and belonging



Community aspirations

Our community aspires to care for each other, ensuring that people feel safe, supported, included, and have diverse opportunities for a rich cultural and social life.

● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Strong and inclusive communities have a sense of belonging which benefits individuals and society as a whole. Our aspirations in 2021 were to ensure everyone in our community is supported, especially people who are vulnerable to social isolation. We also aspired to bring people together through arts and creativity, to celebrate diversity and recognise our shared and unique values. Our community goals were identified in the Community Strategic Plan as:

- Our diverse community is supported to participate in their chosen cultural life
- Our community feels safe and supported
- Our community is inclusive and connected



Making progress 2021-2024

Social sustainability

The Better Together 2040 Social Sustainability Strategy is in its third year of implementation and aims to create inclusive, connected, safe, and resilient communities that have the capacity to respond to and recover from social, political, and economic change. Council convenes the Better Together Leadership Group with representation from locally operated social service providers and networks. An annual Better Together Forum is held each year and over 50 participants representing more than 25 different services attended in November 2023.

Three supporting action plans have been co-designed with the community in the last 3 years to ensure people living with disability, young people and people from multicultural communities are included and can participate in life on the Northern Beaches.

- Disability Inclusion Action Plan 2022-2026 (DIAP) - adopted in 2022, is focused on making the Northern Beaches a more inclusive and accessible place to live, work and visit.

- Youth Voice Action Plan 2028 - adopted in 2023, provides the framework for engagement and identifies actions to empower our youth to create a positive future. Over 1000 young people of diverse ages, genders and experiences contributed to the plan.
- Multicultural Inclusion Plan 2024-2029 - Championing Diversity was adopted in 2024 and will be implemented over the next term of Council. Its purpose is to ensure the Northern Beaches is a place where multicultural communities feel welcome, safe and can participate.

Supporting priority populations

Council continues to facilitate ongoing engagement with young people through the Youth Advisory Group, annual Have Your Say Day, and annual Youth Week events, which in 2024 comprised of 31 events across the Northern Beaches and over 2300 young people participating. The Adolescent and Family Counselling Service is also provided to support young people and their families with over 800 free counselling sessions per year.

Council works with other Northern Beaches agencies to improve access to information and services for people living with disability, distributing a monthly newsletter and coordinating the annual Disability Services Expo which had 49 exhibitors and 80 attendees in 2023. Our libraries continue to deliver inclusive events and programs including AUSLAN story times and exhibitions showcasing artworks from adults living with disability. Accessible Event Guidelines have been implemented to improve accessibility of community events.

Accessibility upgrades have also been delivered at locations including North Curl Curl Community Centre, and public amenities at Mona Vale, Long Reef, Dee Why, Shelly Beach, Little Manly Point and Rowland Reserve, which is an identified 'changing places' adult change facility with hoist.

Making progress 2021-2024

Our seniors were supported through programs such as scam awareness webinars to increase online safety, development of a new Dementia Friendly Organisation Action Plan for 2023-2024 and Culturally Inclusive Service Delivery training provided to 52 local aged care service providers. A Seniors Festival was also held annually which included a wide variety of programmed activities and information tables, attended by hundreds of seniors.

Meals on Wheels continues to support older people in the community to live independently at home for longer and prevent social isolation. Over 20,000 meals a year are provided including more than 680 community lunches and social outings.

A Welcome to the Northern Beaches Multicultural Resource was produced in 2023 and distributed across all libraries, customer service centres, and is also available on the Council website. The resource provides information on relevant services and opportunities for community participation for newly arrived people from diverse backgrounds and is available in Arabic, Hindi, Nepali, simplified Chinese, Spanish and Tibetan.

Safe people, safe places

The Community Safety Plan adopted in late 2021, outlines actions that Council, our service delivery partners, and the community will take to achieve 'safe places' and 'safe people'. It addresses issues including crime prevention, on-line safety, domestic and family abuse, sexual assault and safety for LGBTQIA+ and multicultural communities.

Initiatives that contribute to the implementation of the Community Safety Plan include a Services Expo for Mental Health Month with 20 local mental health service providers and over 80 community members attending. Sexual assault and LGBTQIA+ working groups were established to contribute to the development, and ongoing implementation of several strategies and plans that support a safe and inclusive community.

Safe, inclusive, connected libraries

The Library Strategic Plan 2023 – 2028 called Safe, Inclusive, Connected was adopted in 2023. It provides a clear direction for development and delivery of community-focused services that meet the diverse needs of the community.

Playing a vital role in enriching people's lives through collections, leisure opportunities and cultural engagement, Northern Beaches Library delivers more than 3000 programs and events each year with over 56,000 participants. New programs include after school activities in STEM (Science, Technology, Engineering, Maths), local author talk program and support for adults with digital literacy including Tech Help sessions.

Leading the industry, the 24/7 access trial at Forestville Library was successful and the expanded service has been made permanent. Further, the Creative Library at Manly Library has proven popular, showcasing community art and exhibitions, whilst a new partnership with Cubby House Toy Library provides toy library services across the Northern Beaches.

Both Forestville and Manly libraries have installed sound-proof booths providing opportunities to make recordings for a range of uses while the Manly, Mona Vale, Forestville and Warringah Mall libraries have all rejuvenated their spaces and improved the layout with the use of mobile shelving, enabling larger events and activities.

Curating creativity

The Connected Through Creativity 2029 Strategy provides a framework for the planning, provision and investment in arts and culture on the Northern Beaches. The Coast Walk Public Art Strategic Plan delivered projects, including the Aboriginal Storytelling project at Long Reef, Narrabeen and Avalon and 'Signal Fire' at McKillop Park Freshwater. Glen Street Theatre delivered a variety of programming, implemented a new membership program and underwent a digital transformation on ticketing software enabling more flexible self-service options.

The Manly Art Gallery & Museum (MAG&M) implemented the Environmental Art and Design Prize in 2021, and delivered a range of public programs, including the inaugural Collective of Environmental Art and Design. The annual winter arts festival 'Creative Open' celebrates the Northern Beaches burgeoning contemporary art scene and draws artists and audiences from across Sydney to create, explore and connect.



Making progress 2021-2024

Council also endorsed and has commenced implementing the MAG&M Fundraising Strategy 2024-2030, which outlines the vision for MAG&M, fundraising goals and associated actions to ensure the sustainability of this valuable Regional Art Gallery.

Excellence in Children's Services


Children's Services continues to support the early education of more than 2000 children across the Early Learning, Family Day Care and Vacation Care centres. The Belrose Children's Centre was awarded the Excellent rating by the Australian Children's Education and Care Authority placing it within the top 30 centres in Australia. All centres on the Northern Beaches deliver a diverse education program that helps grow our future leaders.

Value of volunteers

Community volunteers are critical to the social and environmental fabric of the Northern Beaches. Each year more than 1000 people volunteer their time and/or expertise in Council programs by undertaking activities including bush and dune care restoration, a wide variety of programs run at our libraries, the Manly Art Gallery & Museum, Manly Environment Centre, Information Centre and Aboriginal Heritage Office as well as supporting services like Meals on Wheels. Council recognises the contribution of our volunteers through the annual Australia Day Awards and events held for International Day of the Volunteer and National Volunteer week.





 northern
beaches
council

Hardy Plants

Stony Range
Volunteer

PROSPERITY

Community and belonging

Measures

Results

- ✔ Achieved
- ✘ Not achieved
- Not reportable

Level of influence

- Control
- Influence
- Concern

Number of domestic assaults

Our 318 assaults were reported in the 12 months to March 2024. A 30% reduction on 2018. The long-term trend is down, however the 2-year trend is up by 21.8%.

○ Target: Decrease

Result ✔

Number of non-domestic assaults

545 assaults were reported in the 12 months to March 2024. A 14% reduction on 2018. The long-term trend is down, however the 2-year trend is up by 15%.

○ Target: Decrease

Result ✔

Number of GPs per 100,000 population

The number has increased from 128 in 2018 to 144 in 2022/23.

○ Target: Maintain/Increase

Result ✔

Percentage of the community rating their local area as good for cultural facilities such as museums, galleries, festivals

52% of the local community rated their local area as good for cultural facilities such as museums, galleries, festivals. The rating was maintained from 2022 to 2024.

○ Target: Maintain/Increase

Result ✔

Percentage of the community rating their local area as good for feeling safe

81% of the community rated their local area as good for feeling safe. The rating was maintained from 2022 to 2024.

○ Target: Maintain/Increase

Result ✔

Percentage of the community rating their local area as good for high quality health services

72% of the community rated their local area as good for high quality health services. The rating was maintained from 2022 to 2024.

○ Target: Maintain/Increase

Result ✔

Percentage of the community rating their local area as good for providing opportunity for all

66% of the community rated their local area as good for providing opportunity for all. The rating was maintained from 2022 to 2024.

○ Target: Maintain/Increase

Result ✔

Percentage of the community rating their local area as good for social cohesion

68% of the community rated their local area as good for social cohesion. The rating was maintained from 2022 to 2024.

○ Target: Maintain/Increase

Result ✔

Percentage of the community rating their physical health as good

77% of the community rated their physical health as good. The rating was maintained from 2022 to 2024.

○ Target: Maintain/Increase

Result ✔

**Percentage of the community rating
their mental health as good**

77% of the community rated their mental health as good. The rating was maintained from 2022 to 2024.

🔄 **Target:** Maintain/Increase

Result ✓

**Percentage of the community rating
their social wellbeing as good**

76% of the community rated their social wellbeing as good. The rating was maintained from 2022 to 2024.

🔄 **Target:** Maintain/Increase

Result ✓

A photograph of a modern building with large windows and a white fence in the foreground. The building has a dark facade and large glass windows. A white fence is in the foreground, and a bare tree is on the right side. The text "Outcome 4 Housing, places and spaces" is overlaid on the image.

Outcome 4 Housing, places and spaces



Community aspirations

Our community aspires to have well designed, sustainable and resilient places and spaces, to enhance the local character in order to meet their housing, employment and recreational needs

● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

The ambience and quality of our physical surroundings on the Northern Beaches affects our wellbeing as individuals and as a community. Our aspirations in 2021 were to see more vibrancy in our open spaces, while maintaining the village feel we know and love, as well as improving housing diversity and affordability for young people and key workers. Our community goals were identified in the Community Strategic Plan as:

- Our community has access to diverse and affordable housing options to meet their current and evolving needs
- Our local centres are vibrant and healthy, catering for diverse economic and social needs
- Our community has access to spaces that enable healthy and active living and allows for a broad range of creative, sporting and recreational opportunities to be enjoyed



Planning our centres and villages

Council's 20-year Local Strategic Planning Statement (LSPS) 'Towards 2040' sets out our holistic and strategic approach to land use planning across the Northern Beaches including informing development of the new Local Environment Plan (LEP) and Development Control Plan (DCP) and other Council strategies and plans. In the fourth year of its implementation, good progress was made across 154 actions.

In 2024, the LEP Planning Proposal was submitted to the NSW Department of Planning, Housing and Infrastructure (DPHI) for 'Gateway' determination for formal public exhibition. Work on the DCP, which complements the proposed LEP controls by providing more locally responsive development requirements, and contains guidelines for land use development is also underway. Council intends to exhibit the DCP and LEP Planning Proposal together in mid-2025.

The Hospital Precinct Structure Plan provides a phased approach to the development of the Frenchs Forest Precinct. Phase 1 of the Structure Plan rezoning package which includes the Frenchs Forest Place Strategy and Special Infrastructure Contributions Scheme was finalised by the NSW Government in 2021 and came into effect in June 2022. The strategy will deliver a range of new housing including duplexes, terraces and apartments, split equally between the town centre and surrounding residential areas. Fifteen percent of homes in the town centre will be affordable housing for essential workers such as nurses and paramedics and a further 10 percent will be in the surrounding residential area.

The Brookvale Structure Plan was endorsed in 2023 and will shape the future development of Brookvale over the next 15 years. More than 1350 new homes will be built, with at least 5 percent set aside as affordable homes, and 900 jobs created under the new plan. Additional highlights include 2000 to 2500 sqm of community facilities within a 5000 sqm town square/ greenspace, improved pedestrian and bike connectivity and improvements to streetscapes throughout Brookvale.

Making progress 2021-2024

Housing our community

The Local Housing Strategy (LHS) was endorsed in 2021, providing the blueprint to deliver housing to meet the needs of the community, considering population trends from now until 2036. The LHS includes permitting low to medium density housing (i.e. dual occupancy, boarding house and seniors housing) within a 400 m radius around several local centres with further opportunities to be explored in 'Centre Investigation Areas' within 800 m of our strategic and local centres such as Brookvale, Manly Vale, Frenchs Forest, Mona Vale, and Dee Why. The LHS also adopts a target of 1884 social and affordable housing (SAH) dwellings (the expected additional demand to 2036), and to prepare an affordable housing action plan to help Council achieve the SAH target.

The Affordable Housing Contribution Scheme was endorsed in 2022. This is the primary mechanism for Council to levy for affordable housing through its LEP. It allows Council to collect developer contributions to provide affordable housing either as complete dwellings or as an equivalent monetary contribution. The Scheme currently applies to the Frenchs Forest Planned Precinct, and 1294-1300 Pittwater Road and 2-4 Albert Street, Narrabeen.

Vibrant and healthy local centres

Council is working to create great places that are vibrant, safe, inclusive and sustainable right across the Northern Beaches by adopting a 'place planning' approach to planning, design and management of specific centres. The place plans form part of a broader strategic planning framework and sits under the LSPS 'Towards 2040'. The Avalon Place Plan was already in development when the LSPS was adopted, however the Manly and Mona Vale Place Plans respond to direct actions within the LSPS and are informed and supported by a series of other studies, strategies and reports. Further information on Place Planning can be found under outcome 5, Vibrant Local Economy.

Our Street Art Program brings artists, residents, businesses, property owners and the community together to create exciting new artworks in unexpected places. Murals by artists are transforming streets and laneways across the Northern Beaches and connecting communities. New street artworks were installed at Manly, North Curl Curl, Dee Why, Brookvale, Frenchs Forest and Mona Vale.



Making progress 2021-2024

Places to play

The Northern Beaches Open Space and Outdoor Recreation Strategy and Action Plan 'Let's Play' was adopted in 2022 and will guide future improvements and management of open spaces and outdoor recreation facilities in an holistic and equitable way. Other planning documents including the Masterplan and Plan of Management (PoM) for Ivanhoe Park which has commenced however are subject to additional state and/or federal funding to be fully realised.

A shortfall in sportsfields was identified in the Northern Beaches Sportsgrounds Strategy 2017. Works to improve this have involved new lighting systems at Passmore Reserve and Cromer High School, synthetic field renewals such as Cromer Park, lighting upgrades at various sites including Kitchener Park, Mona Vale and a new netball facility at Warriewood Valley Sports Courts. Shared use agreements have also been entered into with the Department of Education to access school sportsgrounds out of hours at Cromer and Freshwater campus.

A sportsground amenities audit identified a lack of female, family friendly, accessible and inclusive change spaces and amenities and established a 10-year improvement plan. Works have been completed on female friendly toilets and change facilities at Porters' Reserve Newport, and planning is underway for similar improvements at Frank Gray Reserve, North Curl Curl and North Narrabeen Reserve (Rat Park), Warriewood. A fully accessible changeroom and toilets were completed at Collaroy Tennis Club which is one of the only clubs on the Northern Beaches with a wheelchair tennis competition.

Walking and biking trails and facilities were upgraded across the LGA including the circuit trail at Manly Dam where a further 2.5km of trail on the northern side of the reservoir was completed. The improvements have increased safety, usability and provide greater protection for the environment and a better recreation experience. Improvements to sections of the Coast Walk include the upgrade of 1km of track between North Curl Curl and Dee Why, the installation of new access stairs at Marine Parade in Manly and a wider pathway at South Curl Curl rockpool carpark. The Wyatt Avenue Bike Park was also completed in 2023 and an agreement reached with the NSW Government for a future bike park on state land at Seaforth.

Several playgrounds were upgraded including Clontarf Beach Reserve, Little Manly Point, Jacka Park, Poppy Park and Anana Reserve. Council adopted and implemented the Lynne Czinner Plan of Management and effectively doubled the amount of recreational open space in that area. Lionel Watts Reserve was awarded 'Park of the Year' in 2022 having recently completed a major upgrade of the sport, recreation and all-abilities play facilities. The revitalisation of Dee Why continued with the completion of new parks spaces at Dee Why Square and St David's Avenue.

Council manages 16 ocean rockpools and 6 operational tidal swimming enclosures across Pittwater and Sydney Harbour. Clontarf Pool was made larger and deeper. Bleachers and an accessible ramp were added for better amenity and inclusive access. Construction of Paradise Beach Wharf and Tidal Pool is underway and is expected to be completed in October 2024.

Community centres and cultural facilities

Various exhibitions and workshops were hosted at the Avalon Creative Space, Curl Curl Creative Space and Mona Vale Creative Studios and Gallery. Performing Arts facilities also received a boost following completion of the Mona Vale Performance Space in 2022 on the grounds of Mona Vale Public School which was delivered in partnership with the Department of Education and operates under a shared use agreement. Construction has commenced on the new multi-use Warriewood Community Centre.

Housing, places and spaces

Measures

Results

- ✔ Achieved
- ✘ Not achieved
- Not reportable

Level of influence

- Control
- ◐ Influence
- Concern

Social housing stock

Households renting social and affordable housing* has increased by 3%, from 1540 to 1585 between 2016 and 2021.

○ Target: Increase

Result ✔

Affordable rental housing stock

Households renting social and affordable housing* has increased by 3%, from 1540 to 1585 between 2016 and 2021.

◐ Target: Increase

Result ✔

Number of dwellings - Progress towards housing targets

The number of dwellings in 2021 was 105,115. An increase of 3485 on 2016.

◐ Target: Increase

Result ✔

Diversity of dwellings

Between 2016 and 2021 there was a moderate shift in dwelling types with a 3.5% increase in high density dwellings and a 0.5% reduction in houses.

◐ Target: Increase

Result ✔

Number of Council's facilities and assets that are accessible

40 facilities and assets have undergone accessibility upgrades since 2021.

● Target: Increase

Result ✔

Availability of sportsfields, out of school hours (hours/week)

The availability was 4615 hours a week in 2023/24. An increase in availability of 7% since 2018.

● Target: Increase

Result ✔

Number of improvement projects in Council's parks and reserves to support active and passive recreation

41 improvement projects were completed in 2023/24 compared to 23 in 2018.

● Target: Maintain/Increase

Result ✔

Number of medium density dwellings within 400m and high density within 200m of open space

The data is unavailable. The data was to come from the Greater Sydney Commission which has been dissolved.

◐ Target: Increase

Result –

Percentage of the community rating their local area as good for a diverse range of shopping, leisure and dining experiences

72% of the community rated their local area as good for a diverse range of shopping, leisure and dining experiences. The rating was maintained from 2022 to 2024.

◐ Target: Maintain/Increase

Result ✔

*Social and affordable housing data was previously captured separately in the Census however this is now combined into one use.

Percentage of the community rating their local area as good for affordable decent housing

39% of the local community rated their local area as good for affordable decent housing. The rating was maintained from 2022 to 2024.

Target: Maintain/Increase Result 

Percentage of the community rating their local area as good for the ability to view and participate in sports and recreation

78% of the community rated their local area as good for the ability to view and participate in sports and recreation. The rating was maintained from 2022 to 2024.

Target: Maintain/Increase Result 



NSH BRIGHTON HOTEL

WELCOME TO MANLY
ENJOY \$6.50 PINT OF THE MONTH ALL DAY EVERYDAY
NSH NEW BRIGHTON HOTEL

Outcome 5 Vibrant local economy



Community aspirations

Our community aspires to create a thriving and vibrant local economy where traditional and new industries are supported and local career, training and education opportunities are expanded

● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

The Northern Beaches is renowned for its unique lifestyle, attracting both residents and businesses seeking an environment that balances economic growth with quality of life. Since 2021 significant strides have been made to enhance the vibrancy of the local economy, supporting innovation, sustainability and resilience. These efforts align with our strategic objectives to create a thriving economic landscape that benefits the entire community. Our community goals were identified in the Community Strategic Plan as:

- Our businesses are resilient, well-connected and thrive in an environment that supports innovation, entrepreneurialism and economic growth
- Our economy provides opportunities that match the skills and needs of the population
- Our centres are sustainable, encompassing a diverse range of businesses that attract visitation and provide work, education, leisure and social opportunities.

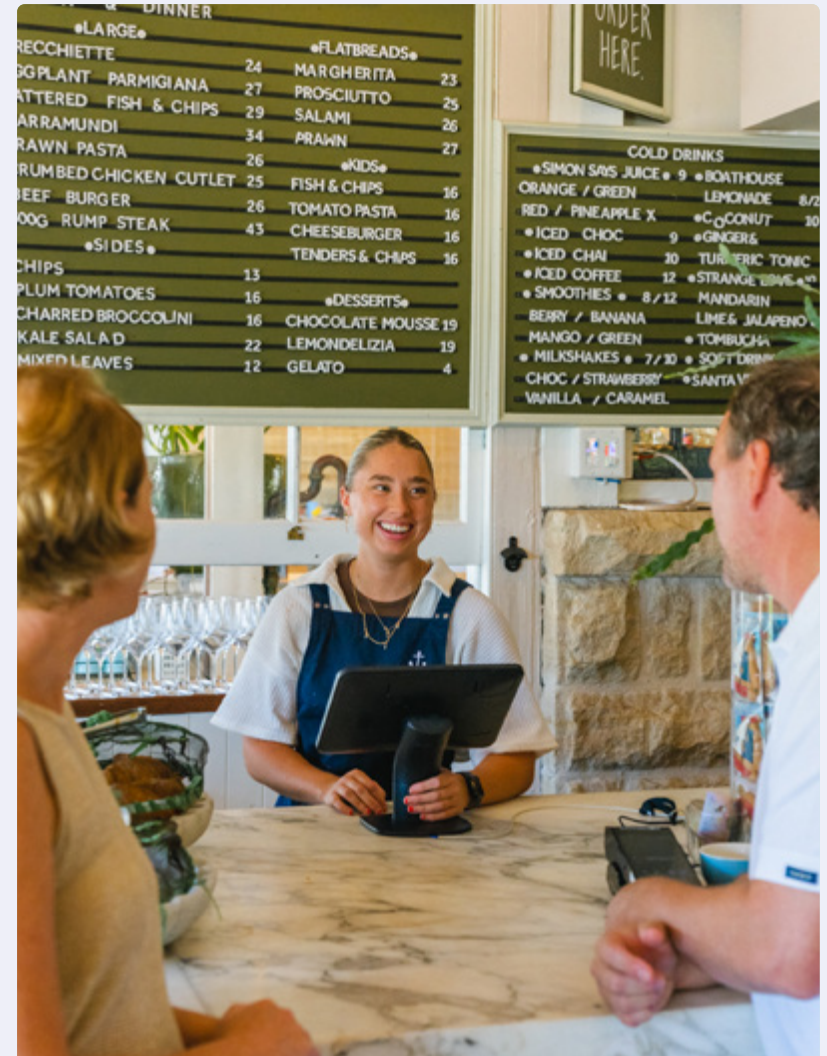


Making progress 2021-2024

Strategic economic development: Launching the Business on the Beaches strategy

In 2023, Northern Beaches Council adopted the Business on the Beaches Economic Development Strategy, marking our commitment to a robust and sustainable local economy. This first-of-its-kind strategy sets the path for post-COVID-19 economic recovery and a resilient future. It focuses on fostering new business growth, innovation, town centre revitalisation and transitioning to a low-carbon economy. By collaborating with local businesses and government agencies, the strategy aims to maintain the Northern Beaches as a prime location for enterprises, ensuring long-term economic vitality.

As part of the strategy, we established the Northern Beaches Business and Industry Stakeholder Committee in 2023 to drive its implementation and support small businesses. In 2024 we launched the Go Local to Grow Local initiative to educate the community on the benefits of spending locally, supporting job opportunities and address escape spending. This ongoing marketing campaign showcases local businesses, promotes upskilling and highlights the diverse industries and talents across the Beaches. Since its launch over 200 local businesses have expressed strong support and interest in participating.



Making progress 2021-2024

Enhancing business support services

Our Business Support Service Concierge remains a cornerstone in assisting local enterprises, offering one-on-one sessions with Council to help navigate services and cut through red tape. In 2024 Council introduced new business kits, a comprehensive resource designed to support new businesses on the Northern Beaches. This toolkit offers step-by-step guidance for establishing and growing businesses, reinforcing the region's reputation as a vibrant economic hub.

Additional targeted business support initiatives

- **Flood response:** In 2022 Council actively engaged with approximately 100 businesses across 21 village and town centres affected by floods, offering essential support and information on available government grants.
- **COVID-19 response:** Throughout the pandemic, our support services played a critical role in assisting local businesses with financial aid and guidance on operational restrictions. The 'Back to Business' program, launched in September 2021, facilitated a smooth reopening of businesses under the NSW Roadmap to Recovery, demonstrating the Council's commitment to economic resilience.
- **Business e-newsletters:** Council produces two monthly newsletters: one for the entire LGA business community, sent to over 8,000 subscribers, and another specifically for the Manly area, with over 550 highly engaged subscribers. These newsletters provide key information on services, support, upskilling and opportunities for businesses across the Beaches.
- **Upskilling Business workshop series:** A quarterly face-to-face workshop series designed to educate and support small businesses, offering networking opportunities and connections with Council. Workshop topics include marketing and AI, partnerships and collaborations, and recruitment and retention.
- **Placemaking grants:** In 2023 Council launched a new stream of grants called Placemaking. Now in their second year, a series of workshops have been conducted to educate the community and business owners on this grant stream, helping them refine their applications to ensure they add real value and benefit businesses.

**Place-based economic development:
creating dynamic and liveable centres**

Manly Place Plan: Adopted in 2024, the Manly Place Plan outlines a 10-15 year vision, shaped by over 800 community submissions. It prioritises enhancing natural beauty, boosting resilience, promoting night-time economic activities and increasing pedestrian-friendly spaces to attract visitors and support local businesses.

Frenchs Forest Place Strategy: As home to the state-of-the-art Northern Beaches Hospital, Frenchs Forest is evolving into a Strategic Centre and Health and Education Precinct. The NSW Department of Planning's Frenchs Forest Place Strategy supports this transformation, laying the groundwork for a vibrant economic town centre that will drive regional growth over the next 20 years. The Place Strategy will implement phase one of the Northern Beaches Council Hospital Precinct Structure Plan.

The Plan sets the vision for Frenchs Forest as it transitions into a strategic centre and identifies appropriate land use mixes taking into account environmental, social, economic, traffic, transport and accessibility issues. Development of the new town centre will happen gradually over the next 20 years and start after The Forest High School has been relocated to a new site in Allambie Heights.

Avalon Place Plan: Adopted in 2022, the Avalon Place Plan focuses on public domain improvements to nurture a peaceful coastal village, celebrate creativity and enhance economic potential. Key achievements include extensive tree planting and upgrading Dunbar Park Playground.

Mona Vale Place Plan: This plan will guide Mona Vale's growth as a strategic centre, ensuring it remains a bustling urban hub with diverse opportunities for work, leisure, and social interaction. The plan will focus on housing and employment priorities over the next 10 years.

Brookvale Structure Plan: Approved in 2023, the Brookvale Structure Plan will lead to transformative growth over 15 years, delivering 1350 new homes, 900 jobs, and a vibrant town hub around the B-Line stop. It will enhance urban services, pedestrian connectivity and green spaces, establishing Brookvale as a model for sustainable urban development.

Making progress 2021-2024

Tourism blueprint for our visitor economy

Adopted in 2021, the Destination Management Plan is the first comprehensive tourism strategy for the Northern Beaches, designed to cultivate a sustainable visitor economy. The Destination Northern Beaches plan prioritises protecting the local environment and social values while promoting the region as a prime destination. A notable achievement under this plan was the successful bid to host the Local Government NSW Destination and Visitor Economy Conference in 2023, which significantly boosted local economic activity.

Enhancing visitor accommodation: upgrading key tourism assets

Currawong Beach Cottages: Recognised for its excellence by the Building Designers Association of Australia in 2021, the restoration of Currawong Beach Cottages has set a new standard in heritage building adaptation. The continued upgrades to the cottages ensure that the Northern Beaches remain a preferred destination for visitors seeking high-quality, unique accommodation.

Sydney Lakeside Holiday Park: Ongoing upgrades, including the installation of new boom gates and cabin improvements, have enhanced the visitor experience, contributing to the sustained popularity of this key tourist facility.

Activating local spaces: Driving community and economic engagement

Council has actively supported the activation of local spaces through a series of initiatives aimed at celebrating the Northern Beaches unique offerings while supporting local businesses. Council also endorsed a Community Placemaking Toolkit in 2024 – a guide on how our community can contribute to vibrant local centres. Key activations include:

- Wine and Dine in Killarney Heights. Encouraging evening patronage of local cafes and restaurants
- Manly Health and Wellness Event. In partnership with the Manly Business Chamber, this event highlighted the importance of health through live demonstrations and panel discussions

- Seasonal festivals and competitions. These events, including the Christmas decoration program, Australia Day activations and the Forestville Spring Festival, created vibrant community spaces and boosted the local economy.
- Sydney WorldPride 2023 support. Council's participation in this landmark event through commissioned artworks in Manly underscored our commitment to inclusivity and cultural vibrancy, further enhancing the area's appeal as a visitor destination.
- Small Business Month. Council continues to deliver programs to celebrate Small Business Month annually.
- Diwali Festival. Hosted in Dee Why in 2023, this cultural festival was designed in collaboration with the local multicultural community and attracted hundreds of participants, activating the town centre and driving traffic to local businesses.



Vibrant local economy

Measures

Results

- ✔ Achieved
- ✘ Not achieved
- Not reportable

Level of influence

- Control
- ◐ Influence
- Concern

Gross Regional Product (\$b)

The Northern Beaches Gross Regional Product was estimated at \$21.1b in June 2023, an increase of \$1.5b since 2018.

○ Target: Increase

Result ✔

Employment lands area (ha)

An additional 5.65ha of employment land was added at Frenchs Forest town centre taking the total area to 1383ha.

◐ Target: Maintain

Result ✔

Value of non-residential building approvals (\$)

The value of building approvals was \$465.4m in 2023/24. A 9% improvement on 2018 results.

○ Target: Increase

Result ✔

Unemployment rate

The rate was 1.9% in March 2024 down from 3.2% in June 2018.

○ Target: Decrease

Result ✔

Employment containment (percentage of residents who live and work on the Northern Beaches)

53.8% of residents worked on the Northern Beaches in 2021. A 3% increase on 2016.

○ Target: Increase

Result ✔

Number of local businesses

Local businesses increased to 32,905 in 2023. A 3.6% improvement on 2018 results.

◐ Target: Maintain/Increase

Result ✔

Value of tourism (\$)

The total value added was \$1,228m in 2022/23. This was 12% lower than 2018 and reflects that the visitor economy is still recovering.

○ Target: Increase

Result ✘

Number of domestic visitors

Visitor numbers in 2022/23 was nearly 2.8m. A 24% increase on 2018.

◐ Target: Maintain/Increase

Result ✔

Number of visitors overnight - domestic

The number of overnight visitors was 1,137,023 in 2022/23. This was 26% lower than 2018 and reflects that the visitor economy is still recovering from COVID.

◐ Target: Maintain/Increase

Result ✘

Number of jobs in centres (total number of jobs in Mona Vale, Frenchs Forest, Brookvale-Dee Why, Manly)

In 2021 the number of jobs was 40,943. An increase of 6% on 2016.

 **Target:** Increase

Result 

Percentage of the community rating their local area as good for good job prospects

56% of the local community rated their local area as good for good job prospects. The rating was maintained from 2022 to 2024.

 **Target:** Maintain/Increase

Result 

Percentage of the community rating their local area as good for high quality education opportunities

69% of the local community rated their local area as good for high quality education opportunities. The rating was maintained from 2022 to 2024.

 **Target:** Maintain/Increase

Result 



Outcome 6

Transport, technology and connectivity



Community aspirations

Our community aspires to be connected locally, regionally and globally through seamless transport and innovative technologies

● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Transport, infrastructure and connectivity are key elements to realising our community vision, noting that Council cannot solve these challenges alone, requiring support from the NSW Government who maintains responsibility for most transport and infrastructure investment. Our aspirations in 2021 were to facilitate and promote road safety, active and sustainable travel, ensure ongoing maintenance and improvements of footpaths and other local infrastructure, and advocate for better long-term integrated transport and communication solutions. Our community goals were identified in the Community Strategic Plan as:

- Our integrated transport networks meet the needs of our community and reduce carbon emissions
- Our community can safely and efficiently travel within and beyond the Northern Beaches
- Our community can easily connect and communicate through reliable communication technologies



Pedestrian and cyclist safety

MOVE, the Northern Beaches Transport Strategy 2038 provides the long-term vision for all transport on the Northern Beaches. MOVE includes a target to double the active travel trips by 2032 by expanding the footpath and shared path networks to improve connectivity and safety.

During this term, 19.8km of footpaths were constructed across the Northern Beaches. Council has also advanced shared paths and cycleways with works at Abbott Road, Curl Curl and Addiscombe Road, Manly Vale which includes a pedestrian and bike rider crossing in Kenneth Road. Detailed planning and community engagement was undertaken for a 1.5km separated cycleway from Curl Curl to Freshwater. Council also recently secured a grant from Transport for NSW (TfNSW) for a pedestrian and cycle bridge across Manly Lagoon aligning with Pittwater Road at Queenscliff, improving connections between Dee Why and Manly, and construction is underway for a pedestrian ramp at Queenscliff to achieve improved accessibility to the Queenscliff Headland area through to Freshwater.

These projects provide safer and more convenient walking and cycling options for everyone making it easier to reach local destinations, public transport stops and schools on foot.

Improvements to pedestrian safety have also been delivered by constructing raised pedestrian crossings and slowing down traffic with installation of traffic control measures at locations across the Northern Beaches. Three new raised pedestrian crossings and road marking patches have been installed in Manly to reinforce the 30km/h pedestrian zone. Traffic calming works have been delivered in Frenchs Forest south and Beacon Hill. Raised pedestrian crossings have been delivered in Mona Vale at Darley Street, Brookvale at Old Pittwater Road and Elanora Heights at Powderworks Road. School zone safety projects were also completed in streets surrounding Barrenjoey High and Seaforth Public School. The works aim to encourage more students to walk and cycle to school and include raised pedestrian crossings, safe walking and cycling connections and other safety improvements.

The new pedestrian bridge crossing the lagoon at Narrabeen was opened to the public in late 2022. The new bridge removes safety concerns at this location on the Narrabeen Lagoon Track. The \$3.6m project was made possible thanks to funding from TfNSW.

Making progress 2021-2024

Storm restoration and drainage improvements

The Northern Beaches has been hit by major storm events as well as prolonged periods of wet weather in recent years resulting in the deterioration of the road surface and increased potholes across our local road network.

During the storms in February and March 2023 and the immediate aftermath, Council staff closed roads, installed safety barricades and responded to over 5100 requests related to potholes and footpath maintenance, flooding and drainage related issues. Approximately 200 landslips and sinkholes were rectified through management of geotechnical professionals and contractors to clear the road and footpath network of debris and hazards. The NSW Government provided \$9m in 2023 enabling Council to undertake significant additional heavy patching on our local roads.

Road works on Scotland Island were undertaken to improve drainage with Council winning the prestigious NSW and ACT Engineering Excellence Award for rehabilitation of Richard Road.

Creating connections beyond the Northern Beaches

The Wakehurst Parkway flood mitigation project has progressed with agreement reached between Council and TfNSW regarding funding envelopes, project ownership and timing for works at Oxford Falls with detailed design currently underway. Concept designs for the site at 'The Bends' and near the Sydney Academy of Sport are progressing, following which community consultation will be undertaken and relevant approvals sought.

Improvements continue to be delivered on our east-west transport corridor with Mona Vale Road East upgrades completed by the NSW Government in 2024. This provides a dual carriageway in both directions from Mona Vale to Ingleside. Council will continue to work with the NSW Government to fund the improvement works on Mona Vale Road West (Ingleside to Terrey Hills) to ease congestion and improve road safety on this stretch of road.

Council continues to advocate for improved public transport services for key routes. Council worked with TfNSW on a wayfinding upgrade pilot project which included better headway management, passenger information displays and telematics on the 160x route from Dee Why to Chatswood. The Sydney Metro Extension has now opened providing improved connections to mass transit at Chatswood and North Sydney with a 10 minute trip time from Chatswood to the CBD.

Accessing our waterways

Wharf infrastructure forms part of Council's transport network and is critical to off-shore communities and recreational boaters. TfNSW provided \$1,494,688 in funding towards major upgrades on Bells Wharf and Carols Wharf on Scotland Island which were successfully completed in 2022. This resulted in new ferry shelters, improved safety and accessibility for commuters and an additional 52 moorings for boats. Minor repairs were also undertaken at Tennis Court, Cargo, and Eastern wharves on Scotland Island as well as at Taylors Point, Careel Bay and Mackerel Beach wharves.

Road safety

The Northern Beaches Road Safety Plan provides the framework for improving road safety for all road users. Council engaged with all 80 schools in the LGA on road safety needs, behavioural issues and education with an intensive audit at twelve schools. Council delivered road safety campaigns including the Share the Road campaign to encourage safer driving by motorists and more people to ride bikes on our local roads. Free child car seat restraint checks were provided to 923 families ensuring over 1330 children are properly restrained when travelling in a vehicle.

Thirty-two road safety awareness workshops were delivered. This included the 'Driving off to a good start' workshop for supervisors of learner drivers to help them understand their responsibilities, the laws and conditions for learner and provisional drivers as well as a targeted workshop for seniors on road safety rules and navigation. Additionally, 132 young people were educated on basic mechanic skills.

The 'Know the Code' education and behaviour change campaign on e-bike safety was implemented, targeting younger riders across the Northern Beaches. The campaign was developed in response to community concerns and received national media coverage and achieved a record breaking 30,000 replays on Council's Instagram account demonstrating high audience interest and engagement.

Disability enhancements on the transport network

The Park'nPay app has continued to expand its functionality and spread with sensors being installed in carparks throughout the Manly Ward and all disability car spaces across the entire Northern Beaches now identified separately on the app. The app provides real-time information enabling drivers to easily find available parking spaces.

Works to improve accessibility for those with limited mobility such as the elderly, people using wheelchairs and mobility devices were implemented across the LGA. This included improving kerbs and ramps and a pilot project to remove the invert dip at 14 ramps. One thousand five hundred and fifteen metres of new, and 9370m of renewed, kerb and gutter was installed improving drainage and safety, as well as bus stop improvements such as seating and new boarding slabs and tactile ground surface indicators for people who are blind or have low vision.

Transport, technology and connectivity

Measures

Results

- ✔ Achieved
- ✘ Not achieved
- Not reportable

Level of influence

- Control
- Influence
- Concern

Household travel by car

Combined vehicle travel was at 69.5% in 2023. A 17% increase on 2016.

○ Target: Decrease

Result ✘

Number of vehicle crashes

A total of 246 vehicle crashes were reported in 2022, a decrease of 35% on 2016.

○ Target: Decrease

Result ✔

Number of vehicle casualties

There were 267 road user casualties from minor injuries to fatalities in 2022. This was a decrease of 43% on 2016. There were 2 road fatalities in 2022.

○ Target: Decrease

Result ✔

Percentage of dwellings within 30 minutes by public transport to a metropolitan or strategic centre

The data is unavailable. The data was to come from the Greater Sydney Commission which has been dissolved.

○ Target: Maintain/Increase

Result –

Percentage of dwellings within 800m of a public transport stop, with a scheduled service at least every 15 minutes between 7 am and 7 pm on a normal weekday

The data is unavailable. The data was to come from the Greater Sydney Commission which has been dissolved.

○ Target: Maintain/Increase

Result –

Number of public transport trips

There were 37.6 million trips in 2023/24. This is a 5% increase on 2017.

○ Target: Increase

Result ✔

Percentage of trips by public transport

Public transport trips have returned to pre-COVID levels, with a 10% increase from 2017.

○ Target: Increase

Result ✔

Percentage of active travel

Active travel was 22.5% of trips in 2023 and is still to return to pre-COVID levels.

○ Target: Increase

Result ✘

Greenhouse gas emissions from transport (t CO₂e)

In 2022 emissions were at 487,039 t CO₂e. A 19% reduction from 2017 emissions. Changing work patterns have contributed to the reduction.

○ Target: Decrease

Result ✔

Community rating for their local area for lack of road congestion

44% of the community rated their local area as good for lack of road congestion. The rating was maintained from 2022 to 2024.

Target: Maintain/Increase Result 

Community rating for their local area on the relative ease of making their way to services such as employment, education and healthcare

59% of the community rated their local area as good for ease of making their way to services such as employment, education and healthcare. The rating was maintained from 2022 to 2024.

Target: Maintain/Increase Result 

Community rating for their local area on reliable and efficient public transport

62% of the community rated their local area as good for reliable and efficient public transport. The rating was maintained from 2022 to 2024.

Target: Maintain/Increase Result 



Outcome 7 Good governance



Community aspirations

Our community aspires to have a Council that is trusted, respected and responsive to the needs of the Northern Beaches community

● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

We strived to establish trust with the community and demonstrate good governance through a culture of transparency and accountability. Our aspirations in 2021 were to develop integrated systems and safeguards that are adaptable to our community's evolving and diverse needs, while encouraging innovation and creativity. We desired to create an organisation guided by clear ethical principles and corporate reporting, without being burdened by red tape. Our community goals were identified in the Community Strategic Plan as:

- Our Council is transparent and trusted to make decisions that reflect the values of the community
- Our Council is proactive, and efficiently and effectively responds to, and delivers on, the evolving needs of the community



Our people are key to our success

A new Workforce Management Strategy (WMS) was adopted in 2022 providing the strategic workforce direction to 2026. The WMS is a key element of the Resourcing Strategy within the IP&R Framework. The WMS has been shaped by current and future issues raised by employees and key stakeholders in our organisation. It has 4 high level focus areas, each with deliverables to improve the capacity and capability of our workforce to deliver our community's vision.

Feedback from our employees is critical in building a strong workplace culture. Some 71% of our employees participated in the 2024 Employee Engagement Survey where we saw improvements in how staff feel at work, progress and success in delivering outcomes, and how we are living the Council values. Council also took out the Xref Engage Awards for Best Workplace and Change Champion with these results.

Customer service improvements

Council has continued to make improvements to the experience for customers dealing with Council through streamlined processes resulting in increased efficiency and improved outcomes for the people of the Northern Beaches. These improvements have been achieved through the introduction or optimisation of existing digital services such as online booking systems for a range of services, applications and facilities and the automation of previously manual functions and an improved customer request management system which can refer Ranger and Waste related submissions in real-time reducing wait times and improving outcomes. This Customer Activity Tracker dashboard was developed in-house and was awarded the National Local Government Customer Service Network Award for Innovation in 2022/23.

Of note, were the enhancements made to the development assessment (DA) process including improved instructions for lodging a DA, cost calculators and an enhanced search function, all of which benefit applicants and the integration of Council's systems with the NSW Planning Portal. This has significantly reduced the administrative burden on Council staff and will result in reduced assessment times.

The most recent customer satisfaction survey results show a satisfaction rating of 92 percent for customer calls and 90 percent for online customer requests.

Making progress 2021-2024

Business performance

We regularly review services to ensure they are meeting local needs in terms of timeliness, quality, and cost of service. Since January 2022, 5 service reviews were completed making 68 recommendations which are progressively being implemented. Service reviews are delivered in accordance with the program published in our annual operational plan. A program of internal audits was also undertaken. These functional audits evaluate internal controls including corporate governance and accounting processes. Since 2021, 57 internal audits have been completed resulting in 249 improvement recommendations.

A primary driver for Council business operations is the principle of continuous improvement. The IGNITE program (Inspiring Great New Ideas Towards Excellence) is delivered in-house and enables staff to identify and implement small scale improvements. Over the term of Council, 550 improvements were implemented across all business functions that ultimately benefit the people who live on the Northern Beaches through direct cost, quality or time saving measures.

Financial governance and sustainability

Council's financial position is sound with sufficient funds to meet short term obligations as they fall due. However, there is growing pressure on our long-term financial sustainability as funding levels are no longer sufficient to maintain levels of service and infrastructure agreed with the community into the future. The Long-Term Financial Plan adopted in 2024 outlines how Council's position has been impacted by significant events requiring reprioritisation of funds such as the COVID-19 pandemic (\$41 million cost), seven natural disasters (\$15 million cost) and an increase in the Emergency Services Levy (\$3 million per year). At the same time increases in rates income, under the NSW rate peg system, is not keeping pace with rising costs of materials, contracts, and construction. The Plan identifies the current level of funding will lead to declining asset renewal and maintenance and explores a scenario for providing increased revenue to address the gap.

Councils across the state are experiencing similar issues. Both the federal and state governments have held inquiries into financial sustainability issues impacting local government. Representation in writing and in person by Council staff have been made to the inquiries on the impact of cost shifting (including the Emergency Service Levy), the financial model for Councils in NSW and the allocation of Financial Assistance Grants to provide capacity to deliver the services and infrastructure required to support and strengthen our communities.

Council also adopted new and revised policies relating to financial operations. This included the Procurement and Contracts Policy and Investment Policy which were updated to better reflect Council's position on modern slavery, ethical sourcing, and social sustainability.

Managing our assets for financial sustainability

Council is responsible for \$3.9 billion of infrastructure assets, \$2.5 billion of land and \$139 million of other assets including plant and fleet. The Asset Management Strategy 2022 – 2032 was adopted by Council in 2022 and provides the foundation for sustainable, consistent and sound asset management practices that ensure our asset portfolio is meeting the current and future needs of our community in the most cost effective and sustainable way. It sets out high level objectives, current asset management maturity and where we need to improve. There are 22 short, medium and long-term actions identified in the 10-year Action Plan which is progressively being implemented.

An Asset Management Plan was also adopted at the same time. This sets out our 10-year investment into our infrastructure, and discusses the considerations between risk, performance and cost across our asset portfolio. The Asset Management Plans were revised in 2024 to reflect the level of funding for asset management in the Long-Term Financial Plan.

Upgrading and securing our technology and information

In 2023 Council engaged Technology One Limited and KPMG Australia Technology Solutions Pty Ltd to implement an upgrade of the Enterprise Resource Planning (ERP) corporate solution, over the next 3 years. This major technology program will upgrade, simplify and improve our core operating systems.

Cyber security continues to be a top priority protecting both Council and customer information and data. Improvements to Council's software and hardware in conjunction with staff training, including cyber incident training for the Executive Leadership Team further enhance Council's cyber security posture and compliance with the Australian Signal Directorate 'Essential 8' controls.

Making progress 2021-2024

AR Bluett Award Winner 2022

Northern Beaches Council was awarded the AR Bluett Memorial Award in 2022. This award is described as "the pinnacle of local government achievement" and is hotly contested as it recognises the most progressive metropolitan and rural council out of 128 across NSW. The award was received for leading our community through challenges including the ongoing COVID-19 pandemic and recovering from unprecedented wet weather events. Despite the challenges, Council was still able to deliver a sizeable capital works program, with a focus on resilient and sustainable infrastructure, while also undertaking a comprehensive community services program to assist all members of our community.

Top marks from the NSW Audit Office

The development assessment team was subject to a performance audit by the NSW Audit Office over a 12-month period. The audit looked at the assessment and determination process of applications and Northern Beaches Council was one of 3 Councils audited. The final audit report was tabled in NSW Parliament in December 2022. The NSW Auditor-General made no recommendations for Northern Beaches Council concerning development applications or any process improvements which is pleasing as it is rare for a Council to not receive improvement findings or recommendations. It also validates the robust, transparent, and efficient development assessment systems and processes in place at Northern Beaches.

EVERYTHING YOU NEED TO KNOW ABOUT MANLY.



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NORTH HEAD →

MANLY BEACH ↑

Good governance Measures

Results

- ✔ Achieved
- ✘ Not achieved
- Not reportable

Level of influence

- Control
- Influence
- Concern

Operating performance in 2023/24 >0%

Council exceeded the industry benchmark of >0% achieving 3.73%. This measures ability to contain operating expenditure within operating revenue.

● Target: Maintain Result ✔

Own source operating revenue in 2023/24 >60%

Council exceeded the industry benchmark of >60% achieving 87.37%. This measures fiscal flexibility and the degree of reliance on external funding sources.

● Target: Maintain Result ✔

Unrestricted current ratio in 2023/24 >1.5x

Council exceeded the industry benchmark of >1.5x achieving 2.18x. This measures the ability to meet short term obligations as they fall due.

● Target: Maintain Result ✔

Debt service cover ratio in 2023/24 >2x

Council exceeded the industry benchmark of >2x achieving 6.85x. This measures the availability of operating cash to service debt.

● Target: Maintain Result ✔

Rates and annual charges outstanding in 2023/24 <5%

Council exceeded the industry benchmark of <5% achieving 3.83%. This assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

● Target: Maintain Result ✔

Cash expenses cover ratio in 2023/24 >3 months

Council exceeded the industry benchmark of >3 months achieving 6.40 months. This measures the number of months a council can continue paying for its immediate expenses without additional cash inflow.

● Target: Maintain Result ✔

Building and infrastructure renewal ratio in 2023/24 >100%

The renewal ratio at 94.55% was below the industry benchmark of 100%. This was due to a reduction in capital renewal expenditure to fund the corporate Enterprise Resource Planning system upgrades (Project Cosmo), and an increase of \$2.6m (8%) in infrastructure assets depreciation for 2023/24, reflecting asset cost increases resulting from high inflation in the previous financial year. The benchmark was achieved in 2021/22 and 2022/23 at 112.67% and 130.77%, respectively. This ratio assesses the rate at which these assets are being renewed against the rate at which they are depreciating.

● Target: Maintain Result ✘

Percentage satisfaction with customer calls

Satisfaction with calls was at 92% in 2023/24. This was an increase of 15% on 2018.

● Target: Maintain/Increase Result ✔

Percentage satisfaction with online customer requests

Satisfaction has been maintained at 90% in 2023/24.

● **Target:** Maintain/Increase

Result ✓

Satisfaction with overall performance of Council as an organisation

The rating was maintained at 85% from the 2018 to 2024.

● **Target:** Maintain/Increase

Result ✓

Number of awards and commendations for projects delivered for our community

10 awards were received in 2023/24 for projects delivered as well as staff engagement results.

● **Target:** Maintain/Increase

Result ✓



Outcome 8

Partnership and participation



Community aspirations

Our community aspires to achieve better outcomes through genuine engagement and collaboration

● Environment

Protection of the environment

Environmental sustainability

● Social

Community and belonging

Housing, places and spaces

● Economic

Vibrant local economy

Transport, technology and connectivity

● Civic

Good governance

Partnership and participation

Understanding the needs and aspirations of our community enables us to better advocate on behalf of the community on complex issues beyond the direct control of Council which affect our lifestyle including transport, housing and planning. Our aspirations in 2021 were to ensure representation and participation across all demographics, bringing together diverse community groups to make the community's vision a reality, and to achieve better outcomes for the community through genuine engagement and collaboration. Our community goals were identified in the Community Strategic Plan as:

- Our community is engaged with decision making processes
- Our council builds and maintains strong partnerships and advocates effectively on behalf of the community



Council continues to advocate for road and public transport network improvements

The Beaches Link project was key to improving connectivity for the Northern Beaches, providing enhanced access to jobs, education, and services across Greater Sydney. It promised new direct connections from the Northern Beaches to the Warringah Freeway, North Sydney, the Inner West, and Macquarie Park, aiming to reduce travel times, ease congestion, and introduce express bus services to major centres like St Leonards and the Sydney CBD.

Northern Beaches Council has been deeply involved with the NSW Government and the community on this project since 2018. The 2023 cancellation of the Beaches Link, which was expected to address critical transportation challenges, was a disappointment. Despite this, Council remains committed to working with the state government to find alternative solutions that will strengthen our road and public transport network, ensuring the Northern Beaches remains well-connected and liveable.

Revitalising Frenchs Forest:

A collaborative effort

Frenchs Forest is poised to become a strategic centre, anchored by the Northern Beaches Hospital and enhanced transport links. Since 2014, Council has been collaborating with the community, School Infrastructure NSW, Transport for NSW, and other key agencies, to transform Frenchs Forest into a vibrant new town centre. This revitalisation effort is guided by the NSW Department of Planning's Frenchs Forest Place Strategy endorsed in 2021, which envisions a thriving, well-connected urban hub that serves the needs of residents, businesses, and visitors alike. Through partnerships, we aim to create a sustainable and dynamic community, with improved infrastructure, amenities, and transport options.

Enhancing civic engagement

Community engagement is vital in strengthening the relationship between Council and the community, enabling the Council to remain informed and responsive to local concerns and aspirations. The Community Engagement Policy and Strategy, adopted in November 2022, provides a clear framework for promoting community participation in project delivery. These initiatives have drawn on average over 144,000 unique visitors to the 'Your Say Northern Beaches' online portal, resulting in over 214,500 visits per year, demonstrating Council's dedication to accessibility and inclusivity.

Council has expanded its digital engagement platforms, particularly through the Your Say portal. The platform allows residents to participate in surveys, comment on proposed projects, and attend virtual town hall meetings, reinforcing our commitment to community involvement.

Making progress 2021-2024

Community participation, collaboration, and empowerment

Northern Beaches Council prioritises robust community participation and involvement in helping to shape project outcomes. This commitment is exemplified through the Environment Strategic Reference Group, that provides residents with a platform to contribute ideas and feedback on key issues. Council's reference groups convene regularly, providing opportunities to contribute to the decision-making process. The Community Liaison team also supports the active involvement of various community and precinct associations across the region in the delivery of key projects.



Partnership development and collaborative networks

Northern Beaches Council is focused on building and strengthening partnerships with local businesses, community organisations, and various levels of government to achieve shared goals. In collaboration with local business chambers, Council has established sustainability and innovation networks that foster economic development. Key initiatives include the 'Go Local Grow Local' campaign, promoting local businesses, and the 'Sustainable Business Program,' which assists businesses in reducing their environmental impact while improving profitability.

Council's commitment to supporting sports is evident in its collaboration with over 130 clubs and associations, serving more than 58,000 participants. Partnerships with Surf Life Saving NSW and the World Surf League have elevated the Northern Beaches as a major tourism destination. Events like the Sydney Surf Pro at Manly Beach (2022) and North Narrabeen (2023 and 2024) draw international attention, highlighting the region's natural beauty and local surfing talent.

Council is also participating in a 15-Council trial with the Office of the 24-Hour Economy Commissioner to strengthen the nighttime economy. This includes trialling a new data dashboard to enhance planning, events, and reporting decisions across local government areas.

Safeguarding Our Shores: New Surf Clubs and Emergency Facilities

Two new Surf Life Saving Clubs (SLSC) were unveiled at Mona Vale and Long Reef. The new Mona Vale SLSC addresses previous safety issues, reduces long-term maintenance and delivers on the future needs of the club. The clubhouse is complemented by new accessible public and beach amenities and life-guard premises. New fit-for purpose facilities were also delivered for the Rural Fire Service at Duffy's Forest and Marine Rescue at Rowland Reserve, both organisations keeping our community safe, on a primarily volunteer basis. Works have commenced on the new Warriewood Community Centre which, will have capacity to switch to an Emergency and Recovery Centre during periods of emergencies and community crisis.

Making progress 2021-2024

Building the resilience of our community

Council responded to major challenges during COVID and the storm events of December 2021, March 2022, and April 2024, working with government and community groups to minimise impact and speed recovery.

Key initiatives included:

- facilitating the Local Emergency Management Committee, involving all emergency services on the Northern Beaches
- active membership in the Regional Emergency Management Committee
- leading and supporting emergency planning, preparation, response, and recovery activities
- participating in multi-agency training for bushfire, flood, and dam failure emergencies
- investing in predictive storm and flood forecasting tools
- enhancing the Emergency Operations Centre (EOC) with a NSW Government grant.

Delivering community outcomes through grants-based partnerships

Northern Beaches Council collaborates with government bodies to deliver essential services and infrastructure. Over the past 3 years, Council secured \$80.8 million in operational and capital grants from the federal government and \$53.5 million from the state government. These funds support delivery of a wide range of projects including:

- boardwalk and path upgrades at Manly Dam, Curl Curl, and between Bayview and Church Point
- enhancing active travel at Mona Vale, Pittwater Road at Queenscliff and the active travel transport corridor connection from St Ives to Beacon Hill

- road and footpath repairs and renewal across the LGA
- upgrades to sporting facilities at Warringah Recreation Centre and amenities at Frank Gray Reserve and Pittwater Rugby Park
- fast-tracking the Brookvale Structure Plan
- disaster recovery funding for Taylor's Point seawall at Clareville, Condover Reserve at North Balgowlah and South Collaroy foreshore
- weeding and bushland projects including planting 5000 native plants at Curl Curl and Mona Vale
- events for Australia Day, Youth Week, seniors, and local business networking.

Advancing sustainability with the community

On average over 15,500 people per year attended sustainability education sessions at our Environment Centres, online and at various locations across the Northern Beaches. The Solar Conversations Program supported 140 residents on their solar journey, contributing to over 1500 new solar installations, including at three schools. Ongoing initiatives include:

- workshops offering solar and energy advice to over 400 residents
- a water-saving partnership with Sydney Water benefiting local businesses
- engagement with 110 businesses through the Sustainability Business Network, offering tools like interactive maps and net-zero guides.

In 2023 the Kimbriki Resource Recovery Centre, in partnership with Council, held its first open day, expanding collaborations with charities focused on reuse and waste reduction. Council also hosted 6 second-hand markets to promote reuse and social connection.



Accessibility and inclusivity

Council empowers young people and families through webinars and speaker nights. In 2024, a collaboration with the Northern Region Network of Councils led to a webinar by Professor Tony Attwood on autism, attracting 720 registrations and 433 additional views. In 2023, Council began rolling out parking sensors at beachfront locations, funded by the NSW Government, which went live in 2024 on the Park'nPay app, improving accessibility for drivers with disability permits.



Council run events have also undergone several changes to their design and set up to ensure they are accessible to everyone in the community. The organisation is committed to continuously reviewing and improving the delivery of information through its channels including social media and website platforms to promote greater use of digital tools to increase accessibility and ensure our culturally diverse community has a greater sense of inclusivity.

Partnership and participation Measures

Results

-  Achieved
-  Not achieved
- Not reportable

Level of influence

-  Control
-  Influence
-  Concern

Number of submissions received

Some 11,599 submissions were received on Your Say in 2023/24. An increase of 5.5% on 2020.

 **Target:** Maintain/Increase **Result** 

Average number of submissions received on Council projects

A total of 99 projects were exhibited in 2023/24 averaging 117 submissions. The average number of submissions was 15% lower than 2019/20.

 **Target:** Maintain/Increase **Result** 

Delivery of key community projects with government agencies and community groups

5 partnership projects were completed including construction of Long Reef and Mona Vale Surf Life Saving Clubs, Mona Vale Performance Space, Narrabeen Lagoon pedestrian bridge and Porters Reserve changerooms.

 **Target:** Progress **Result** 

Number of volunteers in ongoing Council programs

There were 1071 active volunteers supporting various social and environmental programs in 2023/24.

 **Target:** Maintain/Increase **Result** 

Percentage of residents doing voluntary work through an organisation or group in the last 12 months

Volunteering opportunities reduced during COVID and has taken time to recover. The Census shows a 23% reduction in volunteering in 2021 compared to 2016.

 **Target:** Maintain/Increase **Result** 





Next steps



Next steps

The local government elections in September 2024 initiated a review of the Council's Integrated Planning and Reporting framework. This State of the Region report will play a crucial role in informing that review.

In the coming months, we will collaborate with the newly elected Councillors and continue to engage with the community as we update our Integrated Planning and Reporting documents. This includes the Community Strategic Plan and the four-year Delivery Program. Both documents are required to be adopted by the Council by 30 June 2025.





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